

Partner Benefits of Participating in an Integrated American Job Center (AJC) Network

Expanded workforce services for individuals at all levels of skill and experience.

All customers, including those with disabilities or other barriers to employment, have the opportunity to receive hard and soft skills guidance, career planning and job placement services, particularly timely labor market demand and occupational information, and a variety of job-driven training options, including work-based training opportunities such as registered apprenticeship, on-the-job training (OJT), and incumbent worker training.

Access to multiple employment and training resources.

Access to multiple program resources, including necessary supportive services that may not be offered by or available through one individual program. Access to multiple resources in one location also reduces the travel and commuting distances for customers needing referrals to or the receipt of multiple services. Access to multiple resources may also facilitate the leveraging and braiding of resources across systems for individual customers, as appropriate.

Integrated and expert intake process for all customers entering the AJCs.

Frontline staff are highly familiar with the functions and basic eligibility requirements of each program, appropriately assist customers, and make knowledgeable referrals to partner programs, as appropriate, given the authorized scope of, and eligibility requirements for each program.

Integrated and aligned business services strategy among AJC partners.

As part of an aligned team, partners have access to a wider range of business engagement strategies, increasing the opportunity for better placement services and outcomes for all customers. This partnership also allows for a unified voice for the AJC in its communications with area employers.

Expert advice from multiple sources.

Customers, including individuals with barriers to employment, can benefit from multiple levels of staff expertise, guidance, and advice across programs. This enhances job seekers' experiences and increases their chances for success in the evolving labor market.

Relevance to labor market conditions.

All workforce development activities occur within the context of a regional economy. Services provided should be informed by data on labor market demand in the local area to ensure a positive impact or labor market outcome. This outcome results in a return on investment for the job seeker's time and efforts, and for the workforce program resources expended.

Expanded community and industry outreach.

The integrated nature of the AJC network extends the one-stop reach to increase customer participation and enrollments, and to engage and support businesses.

Strengthened partnerships.

The integrated nature of the AJC network also helps in providing seamless workforce services that serve similar populations. Some examples include setting up common intake and assessment, joint outreach activities, and referral processes outlined in agreements implemented between partners in the AJC.

Encouraging efficient use of accessible information technology.

When possible, the use of machine readable forms and other features consistent with modern accessibility standards, such as section 508 Standards (36 CFR part 1194) and the Worldwide Web Consortium's Web Content Accessibility Guidance 2.0, as well as virtual services to expand the customer base and effectively deliver self-services.

Memorandum of Understanding Workbook


This Memorandum of Understanding (MOU) **workbook** is intended to be a tool to guide discussion rather than a required template. It should be used in whatever way best fits the needs of the Local Workforce Development Board (Local Board) and American Job Center Hawaii partners.

OUTLINE OF THE MOU AND INFRASTRUCTURE COST PROCESS

I.	Vision of the Service Delivery in the Local Area.....	3
A.	Comprehensive Center	3
B.	Affiliate Center(s).....	4
II.	Required Elements of the Memorandum of Agreement	5
	Overview of the MOU	6
A.	Identifying the partners of the AJC;.....	7
	How services are to be provided through the AJC system including the manner in which the services will be coordinated and delivered through the system.	
B.	Time Period of the MOU	8
C.	How services are to be provided through the AJC system.....	8
D.	Location of the centers.....	8
E.	Roles of the AJC Operator	8
F.	Method of delivery for each partner and how services will be coordinated	9
G.	Access.....	10
H.	Referral.....	10
I.	Other contributors	10
J.	Modification Process of the MOU	11
K.	Appeals	11
L.	Signatories to the MOU	11
M.	How costs of services and operating costs of the system will be funded	12
	1. Sharing infrastructure costs.....	14
	Infrastructure Budget.....	15
	Cost Allocation	17
	2. Sharing other AJC system costs	20
	Applicable Career Services	22
	Other System Costs.....	26
N.	Resolving issues during the MOU process	36
O.	Modification and review process of the AJC system costs	36
P.	Steps to reach consensus	36
Q.	Time period of IFA	36
R.	Signatories of IFA	37
S.	Infrastructure Funding and MOU timeline.....	38

Visioning the Service Delivery in the Local Area

Local Workforce Development Area (Local Area):



The service delivery should also be in the **local plan**

- I. What is the vision of the Local Workforce Development Board (LWDB) and the American Job Center (AJC) Hawaii Partners on how services will be delivered in the local area? Be sure to describe the coordinated delivery of services in the system.
 - A. Each local area must have one comprehensive center.
 1. Where will that center be located? If exact location is to be determined, describe the parameters for the location.
 2. Which partners will be colocated at the center?
 3. What is the vision for the interior of the center?
 4. What is the vision on how customers are served once they are in the center?
 5. How will referrals be made between the One Stop Operator and the partners?
 6. How will the requirement of “direct access” to programs not in the center be met?
 7. Who will provide training for the staff at the center? How often will the training be provided?

8. To ensure meaningful access to all customers, how will AJC partners and the One-Stop Operator work together to incorporate principles of universal and human-centered design or customer-centered design?

9. Centers not open outside of regular business hours should have a plan for how they will provide services to individuals who cannot visit a center during regular business hours. What are those plans?

B. Will there be affiliate centers? How many?

1. What is the vision for these affiliates?

2. Where will they be located? If exact location is to be determined, describe the parameters for the location.

AFFILIATE A:

AFFILIATE B:


3. Which partners will be colocated at the affiliates?

4. How will customers be served there?

5. How will customers be served for programs not located at the sites?

6. How will the requirement for “direct access” to programs not located at the affiliates be met?

C. Describe the aspects of the vision from A and B above that are currently in place.



C&D should be in the local plan

D. Provide an action plan, with steps to be taken to implement aspects of the vision that are not currently in place. Provide a timeline for these actions.

II. Required Elements of the Memorandum of Understanding (MOU)

Services—a description of services provided through the AJC system

- Method of providing partner access to the services
- Frequency of the program staff's physical presence in an affiliated site
- How affiliate sites will be implemented
- Description of the coordinated delivery of services in the system
- Methods for referring individuals between the one-stop operators and partners

AJC operating budget—the master budget that will be used to achieve the service delivery. The master budget has components: infrastructure cost, costs of services (career and shared)

Access—include methods to ensure the needs of workers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials available through the AJC system.

Referral—include methods for referral to appropriate services and activities between one-stop operators and partner programs.

Time Period—specifying its duration. The MOU must be renewed not less than once every three years.

Other Contributors—include contributions made to the one-stop system through other avenues, such as donations made by a non-partner entity (e.g., a local business donating computers for a learning lab). Third-party in-kind contributions made to supplement the operation of the AJC must also be documented.

Modification process—include a description of the process for amending it. The MOU must contain assurances that it will be reviewed and, if substantial changes have occurred, be renewed. Substantial changes, such as changes in AJC partners, or a change due to the election of a new CLEO, will require renewal of the MOU. Updating the MOU with non-substantive changes such as minor revisions to the budget or reconciliation of the budget do not require renewing the MOU.

Signatories—signatures of the Chief Local Elected Official (CLEO), Local Workforce Development Board (LWDB) Chair, and authorized representatives of each partner program.

Appeals—If a one-stop partner's appeal to the State regarding infrastructure costs, results in a change to the one-stop partner's infrastructure cost contributions, the MOU must be updated to reflect the final one-stop partner infrastructure cost contributions.

Overview of the Memorandum of Understanding

MOU Required Elements:

- Services
- Access
- Referral
- Time Period
- Other Contributors
- Modification Process
- Signatories
- Appeals
- Infrastructure Funding Agreement (IFA)

IFA (Infrastructure Funding Agreement)

IFA Required Elements:

- Period of time the IFA is effective
- Identification of partners
- Modification Process
- Steps used to reach consensus
- Process used to resolve issues
- AJC Operating Budget

AJC Operating Budget

One Stop Operating Costs Consist of:

- Infrastructure Costs
- Additional Costs
 - *Must* include **Applicable Career Services**
 - *May* include **Shared Operating Costs and Shared Services**

A. Identification of all AJC partners:

Program	Name of Representative	Contact Information
WIOA Title I Programs: Adult, Dislocated Worker		
Youth		
Job Corps		
YouthBuild		
NFJP		
Native American ¹		
Wagner-Peyser Act Employment Serv.		
SCSEP		
TAA program		
Unemployment Compensation/Ins.		
JVSG programs		
REO programs (Second Chance Act)		
AEFLA, WIOA Title II		
DVR, WIOA Title IV		
CTE at postsecondary level (Perkins)		
HUD employment & training activities		
Community Services Block Grant employment and training services		
TANF		
Other Partners ² : Ticket to Work (SSA) Self-Sufficiency (SSA) Small Business Admin. (employment & training) SNAP Sec. 112 of Rehabilitation Act National & Community Service Act		
Other federal, state, or local programs, including employment, education, and training programs provided by public libraries or in the private sector.		

¹ Mandatory One-Stop partner, encouraged, but not required to contribute to infrastructure costs.

² With the approval of the local board and the chief local elected official, other programs may be one-stop partners

- B.** The **period of time** the MOU is effective (must be renewed not less than every 3 years):

- C.** How **services** are to be provided through the AJC system consistent with the requirements of WIOA (Sec. 121); including the manner in which the services will be coordinated and delivered through the system. (This is a restatement of item I in the visioning section)
- D.** The **location(s)** of the Comprehensive Centers and Affiliate Site(s):
- E.** The **roles** of the One-Stop Operator:

At minimum, the one-stop operator must coordinate the service delivery of required AJC partners and service providers.

The Local WDBs may establish additional roles, including, but not limited to:

- Coordinating service providers across the AJC delivery system,
- Being the primary provider of services within the center,
- Providing some of the services within the center,
- Coordinating service delivery in a multi-center area (may include affiliates).
- Facilitates integrated partnerships that seamlessly incorporate services for the common customers served by multiple program partners of the American Job Center (AJC).
- Develops and implements operational policies that reflect an integrated system of performance, communication, and case management, and uses technology to achieve integration and expanded service offerings.
- Organizes and integrates AJC services by function (rather than by program), when permitted by a program's authorizing statute and, as appropriate, through coordinating staff communication, capacity building, and training efforts. Functional alignment includes having AJC staff who perform similar tasks serve on relevant functional teams (e.g., skills development team or business services teams).
- Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by relevant functional teams, consistent with the purpose, scope, and requirements of each program.
- Ensures that AJC staff are trained and equipped in an ongoing learning environment with the skills and knowledge needed to provide superior service to job seekers, including those with disabilities, and businesses in an integrated, regionally focused framework of service delivery, consistent with the requirements of each of the partner programs.
- Ensures that AJC staff are cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency. This allows staff from differing programs to understand other partner programs' services, and share their own expertise related to the needs of specific populations so that all staff can better serve all customers.
- Ensures that AJC staff are routinely trained so they are keenly aware as to how their particular work function supports and contributes to the overall vision of the Local WDB, as well as within the AJC network. This enhances their ability to ensure that a direct linkage to partner programs is seamlessly integrated within the center.

One-Stop operators may **not** perform the following functions:

- Convene stakeholders to assist in the development of the local plan;
- Prepare and submit local plans;
- 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;
- Develop and submit budget for activities of the Local WDB in the local area.

F. The specific **method of delivery** for each required partner providing services and how the services will be coordinated (next table).

Completing the service delivery matrix on page 22 will also be helpful

How each program will provide services at the AJC: On-site staff, technology (specify what technology will be used), onsite contract staff, or a combination, be as specific as possible:

Program	Methods of Service Delivery for Comprehensive Center Including % of the time staff will physically be at the center when it is open for business	Methods of Service Delivery for Affiliate(s)- Including frequency program staff will physically be at the center when it is open for business
WIOA Title I Programs: Adult, Dislocated Worker		
Youth		
Job Corps		
YouthBuild		
NFJP		
Native American ³		
Wagner-Peyser Act Employment Serv.		
SCSEP		
TAA program		
Unemployment Compensation/Ins.		
JVSG programs		
REO programs (Second Chance Act)		
AEFLA, WIOA Title II		

³ Mandatory One-Stop partner, encouraged, but not required to contribute to infrastructure costs.

Program	Methods of Service Delivery for Comprehensive Center Including % of the time staff will physically be at the center when it is open for business	Methods of Service Delivery for Affiliate(s)- Including frequency program staff will physically be at the center when it is open for business
DVR, WIOA Title IV		
CTE at postsecondary level (Perkins)		
HUD employment & training activities		
Community Services Block Grant employment and training services		
TANF		
Other Partners ⁴ : Ticket to Work (SSA) Self-Sufficiency (SSA) Small Business Admin. (employment & training) SNAP Sec. 112 of Rehabilitation Act National & Community Service Act		
Other federal, state, or local programs, including employment, education, and training programs provided by public libraries or in the private sector.		

G. Access—include methods to ensure the needs of workers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials available through the AJC system.

H. Referral—include methods for referral to appropriate services and activities between one-stop operators and partner programs.

I. Other Contributors—include contributions made to the one-stop system through other avenues, such as donations made by a non-partner entity (e.g., a local business donating computers for a learning lab). Third-party in-kind contributions made to supplement the operation of the AJC must also be documented.

J. Modification process—include a description of the process for amending it. The MOU must contain assurances that it will be reviewed and, if substantial changes have occurred, be renewed. Substantial changes, such as changes in AJC partners, or a change due to the election of a new CLEO, will require

⁴ With the approval of the local board and the chief local elected official, other programs may be one-stop partners

renewal of the MOU. Updating the MOU with non-substantive changes such as minor revisions to the budget or reconciliation of the budget do not require renewing the MOU.

K. Appeals—If a one-stop partner's appeal to the State regarding infrastructure costs, results in a change to the one-stop partner's infrastructure cost contributions, the MOU must be updated to reflect the final one-stop partner infrastructure cost contributions.

L. Signatories—signatures of the Chief Local Elected Official (CLEO), Local Workforce Development Board (LWDB) Chair, and authorized representatives of each partner program.

Name	Department/Agency	Signature	Date

M. **How the costs of the services and the operating costs of the system will be funded.**

The INFRASTRUCTURE FUNDING AGREEMENT: Required elements

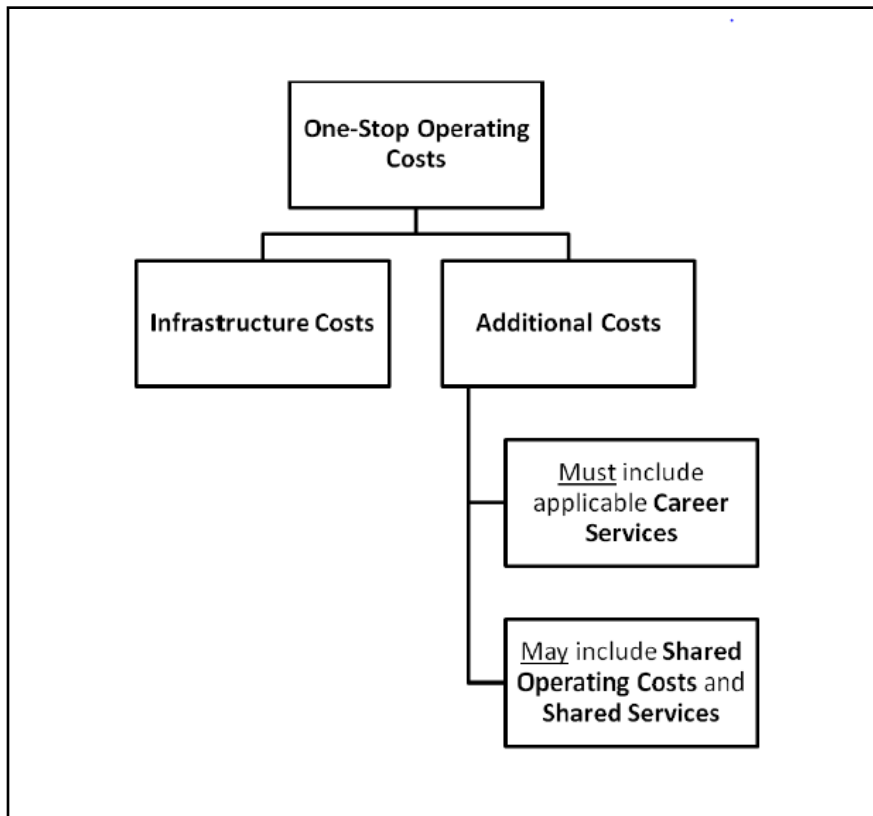
20 CFR 678.755, 34 CFR 361.755, and 34 CFR 463.755 require IFAs to include the following:

- a. The period of time in which the IFA is effective (which may be a different time period than the duration of the MOU);
- b. Identification of the infrastructure costs budget, which is a component of the overall one-stop operating budget;
- c. Identification of all one-stop partners, CLEO, and the Local WDB participating in the IFA;
- d. A description of the periodic modification and review process to ensure equitable benefit among one-stop partners;
- e. Information on the steps the Local WDB, CLEO, and one-stop partners used to reach consensus or the assurance that the local area followed the state funding mechanism process; and
- f. A description of the process to be used among partners to resolve issues related to infrastructure funding during the MOU duration period when consensus cannot be reached.

The Departments also consider it essential that the IFA include the signatures of individuals with authority to bind the signatories to the IFA, including all one-stop partners, CLEO, and Local WDB participating in the IFA.

An overview of the AJC Operating Costs

(From TEGL 17-16 Attachment IV)



CLEO: _____



Local Board (Chair or designee): _____

AJC Partners Participating in the Infrastructure Funding Agreement (IFA):

Program	Name of Representative	Contact Information
WIOA Title I Programs: Adult, Dislocated Worker		
Youth		
Job Corps		
YouthBuild		
NFJP		
Native American ⁵		
Wagner-Peyser Act Employment Serv.		
SCSEP		
TAA program		
Unemployment Compensation/Ins.		
JVSG programs		
REO programs (Second Chance Act)		
AEFLA, WIOA Title II		
DVR, WIOA Title IV		
CTE at postsecondary level (Perkins)		
HUD employment & training activities		
Community Services Block Grant employment and training services		
TANF		
Other Partners ⁶ : Ticket to Work (SSA) Self-Sufficiency (SSA) Small Business Admin. (employment & training) SNAP Sec. 112 of Rehabilitation Act National & Community Service Act		
Other federal, state, or local programs, including employment, education, and training programs provided by public libraries or in the private sector.		

M1. Sharing Infrastructure Costs



⁵ Mandatory One-Stop partner, encouraged, but not required to contribute to infrastructure costs.

⁶ With the approval of the local board and the chief local elected official, other programs may be one-stop partners.

Budget, Cost Allocation Option, Initial Proportionate Share

Budget:

A budget outlining the infrastructure costs for each comprehensive AJC in the Local Area with a detailed description of what specific costs are included in each line item.

When establishing the infrastructure cost budget, Local Boards have two options:

Option 1: Develop a separate budget for each comprehensive AJC.

Option 2: Develop a consolidated system-wide budget for its network of comprehensive AJCs

If the Local Board chooses to negotiate infrastructure costs based on their network of comprehensive AJCs, rather than center by center, then the budgets for all the comprehensive AJCs can be consolidated into one system budget. (However, this consolidation may not distort the distribution of costs as they must be attributable to each partner equally and in accordance with the agreed upon cost allocation methodology). Consolidations might allow the "financing" of infrastructure cost between partners more easily. It is not required that each partner contribute to each comprehensive AJC, as long as their consolidated share of contributions equals their responsibility to pay as determined by the agreed upon cost sharing methodology.

The Local Board and AJC partners have chosen this option for developing the infrastructure cost budget:

_____ Option 1: A separate budget for each comprehensive AJC.

_____ Option 2: A consolidated system-wide budget for the network of comprehensive AJCs

Comprehensive AJC(s) and Mandatory Partners

Include all comprehensive AJCs Identified

(Colocated Partner definition: All AJC partners who have a physical presence within the center, either full time or part time.)

Comprehensive AJC #1

Name/Address of the Comprehensive AJC:

Partners Colocated at this AJC:

Other partners:

Comprehensive AJC #2

Name/Address of the Comprehensive AJC:

Partners Colocated at This AJC:

Other partners:

AJC Infrastructure Budget

Name of Comprehensive AJC _____
(or Network of Comprehensive AJCs)

Cost Category/Line Item	Line Item Cost Detail	Cost
Rent		
Lease/Rental of Facilities		
Rental Costs Subtotal:		
Utilities and Maintenance		
Electric		
Gas		
Water		
Sewer Connections		
High-Speed Internet		
Telephones (Landlines)		
Facility Maintenance Contract		
Property and Casualty Insurance		
Security Services		
Utilities and Maintenance Costs Subtotal:		
Equipment		
Assessment-related products		
Assistive technology for individuals with disabilities (Access and Accommodation)		
Copiers		
Fax Machines		
Computers		
Telecommunications, including internet (in shared spaces)		
Other tangible equipment used to serve all center customers (not specific to an individual program partner)		
Specify Other Tangible Equipment		
Equipment Costs Subtotal:		
Technology to Facilitate Access to the AJC		
Technology used for the center's planning and outreach activities		

Specify the Technology		
<p>Cost of creation and maintenance of a center website (not specific to an individual program partner) that provides outreach to customers by providing information on AJC services and/or provides direct service access to AJC services</p> <p>Website Address:</p> <hr/> <p>(Does not include data systems or case management systems specific to individual program partners.)</p>		
Technology to Facilitate Access Costs Subtotal:		
Common Identifier Costs		
Creating New AJC Signage		
Updating Templates and Materials		
Updating Electronic Resources		
Common Identifier Subtotal:		

SUMMARY OF TOTAL INFRASTRUCTURE COSTS TO BE SHARED BY MANDATORY PARTNERS	
Cost Category	Total Cost
Subtotal: Rental Costs	
Subtotal: Utilities and Maintenance Costs	
Subtotal: Equipment Costs	
Subtotal: Technology to Facilitate Access Costs	
Subtotal: Common Identifier Costs	
TOTAL INFRASTRUCTURE COSTS FOR THIS AJC/Network:	

Cost Allocation Method to Share Agreed Upon Infrastructure Costs

The Local Board and mandatory partners must agree to a cost allocation method to identify the proportionate share of infrastructure costs each partner will be expected to contribute. Any cost allocation method selected must adhere to the following:

- Be consistent with federal laws authorizing each partner's program
- Comply with federal cost principles in the Uniform Guidance.
- Include only costs that are allowable, reasonable, necessary, and allocable to each program partner.
- Be based on an agreed upon measure that mathematically determines the proportionate use and benefit received by each partner.

Infrastructure Cost Allocation

Identify the chosen and agreed upon cost allocation method:

A. The proportion of a partner program's occupancy percentage of the AJC (square footage)
(This might differentiate between dedicated space to partners and common space, where more than one cost center is established so the distribution reflects a fair and equitable distribution of cost.)

B. The proportion of partner program's staff among all staff at the AJC [proportion of Full Time Equivalent (FTEs)]

C. Other---Please describe this method and the rationale for its selection
(Example: the traffic patterns and usage of the center by distinct and common customers and mathematically distribute cost in a fair and equitable means.)

Initial Proportionate Share of Infrastructure Costs Allocated to Each Mandatory Partner

The initial proportionate share of infrastructure costs allocated to each partner based on the agreed upon cost allocation methodology, each partner’s estimated total contribution amount, and whether it will be provided through cash, non-cash (in-kind), and/or third-party in-kind contributions. This initial determination must be periodically reconciled against actual costs incurred and adjusted accordingly.

AJC partners (or their respective state entity) may provide cash, non-cash, and third-party in-kind contributions to cover their proportionate share of infrastructure costs. If non-cash or in-kind contributions are used, they cannot include non-infrastructure costs (such as personnel), and they must be valued consistent with Uniform Guidance Section 200.306 to ensure they are fairly evaluated and meet the partner’s proportionate share.

If third-party in-kind contributions are made that support the AJC(s) as a whole (such as space), that contribution will not count toward a specific partner’s proportionate share of the IFA. Rather, the value of the contribution will be applied to the overall infrastructure budget prior to determining proportionate amounts and thereby reduce the contribution required for all partners.

Third-Party In-Kind Infrastructure Contributions to Support the AJC As Whole

Cost Categories	Total Cost	Contributor/s	Value	Balance to Allocate
Rent				
Utilities/Maintenance				
Equipment				
Access Technology				
Common Identifier				
Total Infrastructure Balance to Be Allocated to Mandatory Partners:				

Initial Allocation of Proportionate Share of Infrastructure Costs for Mandatory Partners					
Partners	Shared Infra-structure Costs	Method Used	Allocated Initial Share	Amount: Cash	Amount: In-Kind
Partner 1:					
Partner 2:					
Partner 3					
Partner 4					



M2. Sharing Other AJC System Costs

A budget outlining other system costs relating to the operation of the local AJC delivery system and a description of what specific costs are included in each line item. The budget must include “applicable career services” and costs to promote integration and streamlining of services; as well as any other shared costs agreed upon by the AJC partners and Local Board.

While only mandatory or colocated partners share infrastructure costs, all AJC partners must share in other system costs, including applicable career services.

AJC Partners Participating in the Shared Other System Costs Agreement:

Program	Name of Representative	Contact Information
WIOA Title I Programs: Adult, Dislocated Worker		
Youth		
Job Corps		
YouthBuild		
NFJP		
Native American ⁷		
Wagner-Peyser Act Employment Serv.		
SCSEP		
TAA program		
Unemployment Compensation/Ins.		
JVSG programs		
REO programs (Second Chance Act)		
AEFLA, WIOA Title II		
DVR, WIOA Title IV		
CTE at postsecondary level (Perkins)		
HUD employment & training activities		
Community Services Block Grant employment and training services		
TANF		
Other Partners ⁸ : Ticket to Work (SSA) Self-Sufficiency (SSA)		

⁷ Mandatory One-Stop partner, encouraged, but not required to contribute to infrastructure costs.

⁸ With the approval of the local board and the chief local elected official, other programs may be one-stop partners

Program	Name of Representative	Contact Information
Small Business Admin. (employment & training) SNAP Sec. 112 of Rehabilitation Act National & Community Service Act		
Other federal, state, or local programs, including employment, education, and training programs provided by public libraries or in the private sector.		

Required Consolidated System Budget for “Applicable Career Services”

- The agreed upon budget for other system costs must align with the agreed to service delivery responsibilities.
- The other system costs budget must be a consolidated budget that includes a line item for applicable career services.
- Applicable Career Services are services authorized to be provided under each partner’s program.

Summary of Career Services Applicable to Each AJC Delivery System Partner

BASIC Career Services	T-I Adult	T-I DW	T-I Youth	T-II AEd	T-III WP	T-IV VR	TANF
T-I Program Eligibility	✓	✓	✓		✓		
Outreach, Intake, Orient	✓	✓			✓		
Initial Assessment	✓	✓			✓		
Labor Exch/Job Search	✓	✓			✓		
Referrals to Partners	✓	✓			✓		
LMI	✓	✓			✓		
Performance/Cost Info	✓	✓			✓		
Support Service Info	✓	✓			✓		
UI Info/Assistance	✓	✓			✓		
Financial Aid Info	✓	✓			✓		
BASIC Career Services	CTE	SCSEP	Job Corps	Alu Like	MSF	UI	TAA
T-I Program Eligibility							
Outreach, Intake, Orient							
Initial Assessment							
Labor Exchange/Job Search							
Referrals to Partners							
LMI							
Performance/Cost Info							

Support Service Info							
UI Info/Assistance							
Financial Aid Info							

INDIVIDUAL Career Services	T-I Adult	T-I DW	T-I Youth	T-II AEd	T-III WP	T-IV VR	TANF
Comp Assessment	✓	✓					
IEP	✓	✓					
Career Plan/Counsel	✓	✓					
Short-Term Prevoc.	✓	✓					
Internships/Work Experience	✓	✓					
Out-of-Area Job Search	✓	✓					
Financial Literacy	✓	✓					
IET/ELA	✓	✓		✓			
Workforce Preparation	✓	✓		✓			
INDIVIDUAL Career Services	CTE	SCSEP	Job Corps	Alu Like	MSF	UI	TAA
Comp Assessment							
IEP							
Career Plan/Counsel							
Short-Term Prevoc.							
Internships/Work Experience							
Out-of-Area Job Search							
Financial Literacy							
IET/ELA							
Workforce Preparation							

Required Consolidated Budget for the Delivery of Applicable Career Services

The other system costs budget must be a consolidated budget for applicable career services. This budget must include each of the partner’s costs for the service delivery of each applicable career service and a consolidated system budget for career services applicable to more than one partner. Unlike the IFA, other system costs should include all costs, including personnel, related to the administration and delivery of those services.

Applicable Career Services	T-I Adult	T-I DW	T-I Youth	T-II AEd	T-III WP	T-IV VR	TANF
Basic Career Services: T-I Eligibility/Initial Assess Outreach, Intake, Orient Labor Exchange/Job Search Referrals/LMI Support Service Info UI Info/Fin Aid Info	\$	\$	\$	\$	\$	\$	\$
Applicable Career Services	CTE	SCSEP	Job Corps	Alu Like	MSF	UI	TAA
Basic Career Services: T-I Eligibility/Initial Assess Outreach, Intake, Orient Labor Exchange/Job Search Referrals/LMI Support Service Info UI Info/Fin Aid Info	\$	\$	\$	\$	\$	\$	\$

Applicable Career Services	T-I Adult	T-I DW	T-I Youth	T-II AEd	T-III WP	T-IV VR	TANF
Individual Career Services: Comp Assessment/IEP Career Plan/Counsel Short-Term Pre-vocational Internship/Work Experience Financial Literacy IET/ELA/WF Prep	\$	\$	\$	\$	\$	\$	\$
Applicable Career Services	CTE	SCSEP	Job Corps	Alu Like	MSF	UI	TAA
Individual Career Services: Comp Assessment/IEP Career Plan/Counsel Short-Term Pre-vocational Internship/Work Experience Financial Literacy IET/ELA/WF Prep	\$	\$	\$	\$	\$	\$	\$
Consolidated budget total of career services delivered through the AJC system: \$							

Partner Agreement to Share Other AJC System Costs

The other system costs budget may include any other shared services that are authorized for and commonly provided through the AJC partner programs to any individual, such as initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to other AJC partners, joint staff training, customer satisfaction measurement, resource room materials, and staffing costs at the centers; and business services. Shared operating costs may also include shared costs related to the Local Board's functions.

As with infrastructure costs, other system costs must be allocable according to the proportion of benefit received by each of the AJC partner programs, consistent with the partner's authorizing federal statute and Uniform Guidance. The MOU must also include an agreed upon budget for these other costs along with the agreed upon cost sharing method. These costs may be shared through cash, non-cash, or third-party in-kind contributions

All AJC partners must agree to the other system costs budget. There is no state funding mechanism for other system costs that will be triggered due to lack of agreement at the local level for these costs.

Options for Local Agreement for Partners to Share AJC System Costs

- **Initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, and referrals to other AJC partners.** This may include costs such as technology and tools that increase integrated service delivery through the sharing of information and service delivery processes.
- **Business services.** This may include costs related to a local or regional system business services team that has one or more partners on the team or has delegated a specific partner to provide business services on behalf of the system.
- **AJC partner staff cross training.** This may include any staff cross training on partner programs and eligibility identified in the service delivery portion of the agreement.
- **One-Stop operator.** This may include the system role of the One-Stop operator (e.g., coordinating service providers across the AJC delivery system) when the role is not specific to the operation of the AJC and/or specific partner programs, so long as the role was defined by the Local Board in the procurement process and agreed to by all AJC partners in the MOU.
- **Shared personnel costs for AJC mandatory/colocated partners.** This may include center receptionists and/or center managers.

Optional partner agreement to share other AJC system costs: initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, and referrals to other AJC partners.

This may include costs such as technology and tools that increase integrated service delivery through the sharing of information and service delivery processes.

AJC System Budget: Initial Intake, Assessment, Basic Skills Identification, Services, Referrals

Line Item	Budget Detail	Cost
Total Budget:		\$

Agreed Upon Cost Allocation Method to Share These Costs

Proportionate Share: Initial Intake, Assessment, Basic Skills Identification, Services, Referrals

Partner	Computation Method	Partner Share	Share in Cash	Share in In-Kind
T- I Adult		\$	\$	\$
T-I Dislocated Worker				
T-I Youth				
T-II Adult Ed/Literacy				
T-III Wagner-Peyser				
JVSG				
Migrant Seasonal				
TAA				
Unemployment Comp				
Career Tech/Ed				
T-IV Voc Rehab				
TANF				
SCSEP				
Job Corps				
Alu Like				
Total Budget:		\$	\$	\$

Optional Partner Agreement to Share Other AJC System Costs: Business Services

This may include costs related to a local I system business services team that has one or more partners on the team, or has delegated a specific partner to provide business services on behalf of the system.

AJC System Budget: Business Services

Line Item	Budget Detail	Cost

Total Budget:		\$

Agreed Upon Cost Allocation Method to Share These Costs:

--	--	--	--	--

Proportionate Share: Business Services

Partner	Computation Method	Partner Share	Share in Cash	Share in In-Kind
T-I Adult		\$	\$	S
T-I Dislocated Worker				
T-I Youth				
T-II Adult Ed/Literacy				
T-III Wagner-Peyser				
JVSG				

Migrant Seasonal				
TAA				
Unemployment Comp				
Career Tech/Ed				
T-IV Voc Rehab				
TANF				
SCSEP				
Job Corps				
Alu Like				
Total Budget:		\$	\$	\$

Optional Partner Agreement to Share Other AJC System Costs: AJC Partner Staff Cross Training		
This may include any staff cross training on partner programs and eligibility identified in the MOU.		
AJC System Budget: AJC Partner Staff Cross Training		
Line Item	Budget Detail	Cost
Total Budget:		\$
Agreed Upon Cost Allocation Method to Share These Costs:		

--	--	--	--	--

Proportionate Share: AJC Partner Staff Cross Training

Partner	Compute Methodology	Partner Share	Share in Cash	Share in In-Kind
T- I Adult		\$	\$	S
T-I Dislocated Worker				
T-I Youth				
T-II Adult Ed/Literacy				
T-III Wagner-Peyser				
JVSG				
Migrant Seasonal				
TAA				
Unemployment Comp				
Career Tech/Ed				
T-IV Voc Rehab				
TANF				

SCSEP				
Job Corps				
Alu Like				
Total Budget:		\$	\$	\$

Optional Partner Agreement to Share Other AJC System Costs: One-Stop Operator
This may include the system role of the One-Stop operator (e.g., coordinating service providers across the AJC delivery system) when the role is not specific to the operation of the AJC and/or specific partner programs, so long as the role was defined by the Local Board in the procurement process and agreed to by all AJC partners in the MOU.

Description of the One-Stop Operator's System Role Not Specific to Operation of AJCs

--

AJC System Budget: One-Stop System Operator

Line Item	Budget Detail	Cost
Total Budget:		\$

Agreed Upon Cost Allocation Method to Share These Costs

--

Proportionate Share: One-Stop Operator				
Partner	Computation Method	Partner Share	Share in Cash	Share in In-Kind
T- I Adult		\$	\$	\$
T-I Dislocated Worker				
T-I Youth				
T-II Adult Ed/Literacy				
T-III Wagner-Peyser				
JVSG				
Migrant Seasonal				
Trade Act				
Unemployment Comp				
Career Tech/Ed				
T-IV Voc Rehab				
TANF				
SCSEP				
Job Corps				
Alu Like				
Total Budget:		\$	\$	\$

Optional Partner Agreement to Share Other AJC Costs: Shared Personnel Costs for AJC

This may include center receptionists and/or center managers.

AJC System Budget: AJC Personnel

AJC Personnel	Budget Detail	Cost
Total Budget:		\$

Agreed Upon Cost Allocation Method to Share These Costs

Proportionate Share: AJC Personnel

AJC _____				
Partner	Computation Method	Partner Share	Share in Cash	Share in In-Kind
Partner # 1:		\$	\$	S
Partner # 2:		\$	\$	S
Partner # 3:		\$	\$	S
Partner # 4:		\$	\$	S
Total Budget AJC:		\$	\$	\$

- N. A description of the process to be used among partners to resolve issues during the MOU duration period when consensus cannot be reached.**

- O. A description of the periodic modification and review process that will be used to ensure all AJC partners continue to contribute their fair and equitable share of infrastructure and other system costs, including the identification of who will fulfill this responsibility. Describe in detail the roles and responsibilities that will ensure agreed upon contributions, include how often the review will take place and who will be included in the discussions.**

- P. Information on the steps the Local WDBs, CLEOs, and one-stop partners used to reach consensus or the assurance that the local areas followed the state funding mechanism process.**

- Q. The time period the IFA is effective (may be different from the effective dates of the MOU).**

R. Signatures of authorized representative(s) of the Local Board, the CLEO, and all AJC System partners (a separate sheet may also be used)

Local Board: _____

CLEO: _____

Program	Name of Representative	Signature	Date
WIOA Title I Programs: Adult, Dislocated Worker			
Youth			
Job Corps			
YouthBuild			
NFJP			
Native American			
Wagner-Peyser Act Employment Serv.			
SCSEP			
TAA program			
Unemployment Compensation/Ins.			
JVSG programs			
REO programs (Second Chance Act)			
AEFLA, WIOA Title II			
DVR, WIOA Title IV			
CTE at postsecondary level (Perkins)			
HUD employment & training activities			
Community Services Block Grant employment and training services			
TANF			

S. INFRASTRUCTURE FUNDING AGREEMENT TIMELINE:

Activity	Deadline
Begin negotiations related to services, methods of delivery, infrastructure and other shared costs	Any time
Submit draft budget to WDC	February 28, 2017
Negotiations must be concluded	April 30, 2017
30 day remediation period begins	Around April 15
Final report on outcome of negotiations to Executive Director of WDC	May 31
One Stop Operator Contract begins	July 1, 2017
MOU is effective	July 1, 2017