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MOU Toolkit:

A Technical Assistance Guide to Developing MOUs between Job Corps and One-Stop Systems

FINAL

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INTRODUCTION

The Workforce Investment Act (WIA) requires that each local workforce investment board (WIB) develop a memorandum of understanding (MOU) with the partners in the local One-Stop system. Because Job Corps is a required One-Stop partner, Job Corps entities will be entering into MOUs with local WIBs. This *MOU Toolkit* is intended to help Job Corps and One-Stop systems develop MOUs that not only conform to the WIA requirements but also support effective partnerships between these two systems.

This Toolkit is composed of five sections:

- *Section I: Frequently Asked Questions about WIA MOUs.* In a question and answer format, this section highlights the components of a WIA MOU, participants in developing an MOU, and the potential benefits to Job Corps of developing MOUs with One-Stop systems.
- *Section II: Steps to Developing an Effective MOU between Job Corps and One-Stop Systems.* This section presents a step-by-step guide to developing an effective MOU. It describes ways to prepare for negotiating an MOU; issues to negotiate and a suggested negotiating method; and ways to follow through to ensure that the MOU is working as intended. This section also presents some of the One-Stop principles and jargon that Job Corps may encounter in working with One-Stop to develop an MOU.
- *Section III: Worksheets for Developing an MOU between Job Corps and One-Stop.* To help Job Corps prepare for and develop an effective MOU, this section contains four worksheets. These worksheets provide (1) options for linking with One-Stop and ways to track the implementation of those linkages; (2) guidelines for brainstorming ideas for linkages; (3) guidelines for building a consensus for agreements in an MOU; and (4) guidelines for drafting an MOU.
- *Section IV: Examples of MOUs between Job Corps and One-Stop.* To illustrate different types of MOUs, this section provides examples of five MOUs between Job Corps and One-Stop—three MOUs involving Job Corps Centers and two involving OAP contractors. Also included is an example of an MOU template, which some states have developed to guide local MOU development.
- *Section V: Resources.* This section identifies additional resources to help Job Corps in developing MOUs with One-Stop systems.

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I. FREQUENTLY ASKED QUESTIONS ABOUT MOUS

OVERVIEW

What is a WIA Memorandum of Understanding?

A WIA MOU is a non-financial contract between the Workforce Investment Board and the One Stop partners (WIA, Section 121(c) (1)). WIA requires that each local Workforce Investment Board (WIB) develop an MOU with each One-Stop partner, including Job Corps. This MOU outlines the areas of agreement among the One-Stop partners and the principles that will guide the operation of the One-Stop system in the local area.

What types of WIA MOUs can be used?

The WIA regulations allow two types of MOUs:

- **A single “umbrella” MOU that specifies the agreements with all the One-Stop partners.** An umbrella MOU incorporates into one overall document the areas of agreement between all the partners and often includes general principles of the One-Stop partnership.

But it is likely that the specific agreements with each individual One-Stop partner will differ. As a result, local boards may include with the umbrella MOUs separate “**attachments**” for individual partners. Such an attachment may specify what a specific partner will contribute to the One-Stop system and what the One-Stop system will provide to that partner.

- **Separate agreements with each One-Stop partner.** Under this approach, a separate MOU is developed for each partner. This separate MOU describes all the agreements between the WIB and that partner, including those general areas or principles applicable to all the One-Stop partners within the local system.

What is required in a WIA MOU?

WIA requires that four elements be included in the MOU:¹

(1) Services to be provided through the One-Stop delivery system. For example, WIA requires at least one full service or comprehensive One-Stop center in each workforce investment area, which must offer all three types of WIA services: *core*, *intensive*, and *training*. *Core services*—such as outreach, eligibility determination, and job search assistance—are to be available to all customers; *intensive services* provide more in-depth career counseling and individual assistance to individuals who need more help; and *training services* provide occupational or educational instruction to individuals needing those skills. WIA requires that the MOU specify how each of these One-Stop services will be provided by the different One-Stop partners.

For example, as part of the MOU, Job Corps might agree to conduct eligibility determination for Job Corps at a One-Stop center or to coordinate job placement services with other One-Stop partners. In turn, the One-Stop system may agree to make its job search workshops open to a specific number of Job Corps participants.

(2) Methods of referral. A principle underlying the One-Stop approach is that customers will encounter “no wrong door” when they seek out help. That is, customers should be able to learn about and access the services they need regardless of which One-Stop partner they initially approach for help. As a result, well-developed referral arrangements are critical to making a One-Stop system work.

The MOU should layout how One-Stop partners will refer appropriate youth to Job Corps. Conversely, the MOU should also describe how Job Corps staff will refer youth who need other types of services to the appropriate One-Stop partner programs. Specific referral issues that could be addressed in the MOU include:

- The characteristics of youth that would make them appropriate for Job Corps and for other programs.
- How referrals will be made among One-Stop partners. The MOU should indicate how One-Stop partners will refer youth to Job Corps and how Job Corps will refer youth to other programs. Examples of ways

¹ Section 121(c)(2) of the WIA legislation and Part 662.260 and 662.300 of the WIA Interim Final Rule address MOU content.

that referrals could be made include through referral forms, telephone, e-mail, scheduling appointment for the customer to meet with Job Corps staff, or a shared case management system.

- How partners will follow up on referrals to determine the outcome, such as whether a youth was enrolled in Job Corps or whether a Job Corps customer received childcare assistance.

(3) Funding of services and One-Stop operating costs. WIA MOUs are non-financial agreements; however, WIA Interim Final Rule, indicates “The MOU must describe the particular funding arrangements for services and operating costs of the One-Stop delivery system. Each partner must contribute a fair share of the operating costs of the One-Stop delivery system proportionate to the use of the system by individuals attributable to the partner’s program.”²

Some One-Stop centers initially did not charge co-locating partners rent or other operating costs because they used One-Stop implementation funds to cover these expenses. However, implementation funding has been exhausted in many states. Generally, therefore, Job Corps entities should expect to pay some part of the shared costs if they locate staff at the One-Stop center.

Shared operating costs usually include facilities costs (i.e., rent, utilities) and may include costs of equipment and supplies and some labor expenses, such as reception staff or center management. The MOU would then typically specify (1) what the shared costs included (e.g., whether they include equipment and supplies, such as telephones, computers, copiers, and fax machine, as well as rent), and (2) the specific way that these One-Stop operating costs will be shared among partners.

These cost-sharing arrangements must comply with Federal Cost Principles set forth in “Office of Management and Budget (OMB) Circulars,”³ which basically allow two methods:

- **Direct charge.** For example, a secretary shared by several programs may keep a timecard to track the number of hours spent on tasks for different programs. The cost of those hours then would be directly charged to the program.

² See Part 662.270 of the WIA Interim Final Rule.

³ Relevant circulars include OMB Circular A-21—Cost Principles for Educational Institutions and OMB Circular A-87—Cost Principles for State, Local and Indian Tribal governments.

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- **Allocation based on use.** For example, the cost of the facilities may be allocated based on the square footage of space used by each program; cost of reception staff may be allocated by the estimated number of enrollees in each program that come into the center.

Another way to cover shared costs is for the different One-Stop partners to contribute staff time. Thus, Job Corps may be asked to contribute some staff time to the One-Stop operations. For example, an OAP co-located at a One-Stop center full time may be asked to help staff the reception desk for a few hours each week or Job Corps staff may be asked to attend One-Stop staff meetings.

(4) Duration of the MOU and procedures for amending it. Participating in One-Stop systems is a new way of doing business for many Job Corps entities as well as many other required partners. Thus, it is important that the MOU specify the duration of the agreement and how the agreement can be modified as circumstances change. The ability to modify the agreement gives Job Corps flexibility to try out different collaboration arrangements, such as co-locating staff, and see if it “pays off” for Job Corps.

What else can a WIA MOU include?

The WIA legislation allows for inclusion of any other agreements between the signatories, as long as the provisions are consistent with WIA Title 1. The following are types of issues that might be included in MOUs:

Co-enrollment procedures. Although two Job Corps entities cannot both claim credit for the same customer, Job Corps entities can share credit with other One-Stop partners when both Job Corps and the One-Stop partner enroll the same participant.

In One Stop, “co-enrollment” is not only accepted but encouraged. If two or more One-Stop partners legitimately enroll and serve a single customer, each partner can share the credit for outcomes achieved by that customer. For example, a customer served in both Job Corps and a TANF welfare-to-work program could be counted as an enrollment in each program. If the customer were placed into a job through the efforts of either program, each program would take the credit for the placement. Job retention outcomes would also be shared by both.

The MOU may outline procedures to ensure co-enrollment works as intended. For example, it might specify how Job Corps and specific One-Stop partner programs would share eligibility information, when enrollment into each program should take place (e.g., before, during or after Job Corps enrollment), how case management information would

be shared, and how information about joint customers' outcomes would be tracked and reported to each program. Including explicit co-enrollment procedures makes new ways of doing business such as co-enrollment easier for all the partners to understand.

Performance expectations. Job Corps entities have many performance expectations and so do most other One-Stop partners. For example, for adults and youth over 18, WIA programs have specific expectations established for entry into unsubsidized employment, retention 6 months after entry, earnings at 6 months, and educational skill attainment. Further, WIA programs also have specific goals for customer satisfaction.

To help ensure that programs are aware of each other's performance expectations and that co-enrollment does not jeopardize the ability to meet those expectations, the MOU may specify the expected level of outcomes for customers that are served by more than one program. The MOU may also address how the outcomes of shared customers are to be reported and the schedules for reporting the required data.

Confidentiality. Many One-Stop systems have provisions to share customer databases. Common MIS systems help programs reduce duplicate paperwork, efficiently make referrals to other programs, and track outcomes. In these One-Stop systems, MOUs may contain assurances that information about customers will be kept confidential by all One-Stop partners. Typically, confidentiality agreements indicate why the information from a program is required, how the information will be used, agreements not to disclose any information in the records, and safeguards to ensure that only authorized individuals access the data.

One-Stop systems may also develop a "release of information" form that customers sign to allow One-Stop agencies to share information. This form may be particularly important to Job Corps because it serves minor children; parents of these youth must sign the agreement to permit the sharing of information among programs.

One-Stop management and operational roles and responsibilities. MOUs may also specify the management and operational responsibilities of One-Stop partners. One-Stop centers are managed in a variety of ways. Some are managed by the director of one program, while others are managed by an interprogram team. In addition, most One-Stop centers have some type of management committee that includes representatives of many One-Stop partners. A WIA MOU may specify Job Corps' role

in One-Stop management. The MOU might also specify partners' staff role in shared One-Stop functions, such as staffing the intake desk or resource room.

PARTICIPANTS IN THE DEVELOPMENT OF MOUS

Is the WIA MOU between Job Corps and a specific One-Stop center or is it with the WIB?

WIA specifies that an MOU must be developed between the WIB and the One-Stop partners. Thus, the *MOU that meets WIA requirements* must be with the WIB for the workforce investment area.

However, in some areas, it may make sense for Job Corps develop additional agreements with specific One-Stop centers. For example, Job Corps may want to develop agreements beyond those in the WIA MOU with One-Stop centers in specific neighborhoods or with centers that have extensive youth services.

Two strategies can be used in these cases. First, specific agreements between Job Corps and individual One-Stop centers could be included as attachments to the WIA MOU with the WIB. For example, Job Corps could agree to principles of collaboration set forth in the WIA MOU and an attachment could detail the agreements between Job Corps and specific centers about how to implement collaboration. In these cases, the MOU might be negotiated with the specific centers, but the WIA MOU and its attachment would be formally signed by the WIB.

Second, Job Corps could develop both a WIA MOU with the WIB and individual MOUs with specific One-Stop centers. As long as the individual MOUs did not conflict with the WIA MOU with the WIB, Job Corps can develop MOUs with many different One-Stop centers if desired.

How should Job Corps target One-Stop systems for MOUs?

A Job Corps Center will likely want to develop MOUs with the WIB in the local area in which the center is located. The greatest benefits to Job Corps Centers in linking with One-Stop systems occur by coordinating services. For example, Job Corps students may attend One-Stop "world of work" seminars as part of their Life Skills classes, or Job Corps Center placements specialists may link with One-Stop employer networks to learn about school-to-work or work experience placements. These service linkages require that the One-Stop center be close by.

OA and P contractors, in contrast, may need to develop MOUs with many different local WIBs, perhaps in several different states, depending on where the youth that they recruit or place live. Developing MOUs with multiple One-Stop systems can be a daunting task, but several factors can help.

First, SPR has developed a *One-Stop Resource Guide* for each region that describes each state's One-Stop system and contains a directory of each state's One-Stop centers, including location and contact person. You can use these guides to identify the relevant One-Stop systems.

Second, all MOUs within a single state may have common format and may address common issues because several states have developed extensive guidelines for local areas in developing MOUs. Some have developed templates for local areas to follow (the template for New York State is included in Section IV, *Examples of MOUs*, of this *Toolkit*). Asking the One-Stop liaisons in the states where you recruit or place youth about the state requirements and resources for MOUs can help simplify developing MOUs with the local areas in that state. (The name and number of these liaisons are listed in the *One-Stop Resource Guides*.)

Third, developing a WIA MOU with one One-Stop WIB can help you in negotiating with other WIBs. Of course, there is no guarantee that the agreements reached with one WIB will be accepted by another, but precedence does help in the negotiating process.

What happens if more than one Job Corps contractor targets the same WIB?

If multiple Job Corps contractors, such as a Job Corps Center and an OAP contractor, target the same WIB for negotiation, it is critical that the Job Corps contractors coordinate their efforts for at least two reasons.

First, many One-Stop systems and WIBs do not understand the organizational structure of Job Corps. For example, they may not be aware that Job Corps Centers and OAP functions are often conducted by different organizations or that more than one OAP contractor may be working in the same area. If more than one Job Corps entity contacts a WIB independently, confusion may result.

Second, the WIB may expect that agreements reached with one Job Corps contractor will apply to another contractor as well. For example, if one contractor agrees

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to use the One-Stop MIS system to track referrals, it is likely that the WIB would expect another Job Corps contractor to do the same. If both contractors coordinate their negotiations, misunderstandings and inconsistent expectations can be minimized.

Job Corps contractors can coordinate in several ways. For example, contractors could agree among themselves which workforce investment area each would target so that only one Job Corps entity would develop an MOU with any given local area. Alternatively, if more than one Job Corps contractor wants to work with a specific WIB, the Job Corps contractors could agree to work as a team and negotiate an agreement jointly. Or, as another alternative, each contractor could work independently but agree to keep each other informed about the progress of their independent negotiations.

Who starts the process of developing a WIA MOU?

Both Job Corps and the One-Stop system are responsible for developing a WIA MOU so both are responsible for initiating the MOU process.

Job Corps entities should *not assume* that the WIB will contact them. Many One-Stop systems are still not aware of the Job Corps program, the location of the Centers, and especially the differences between Job Corps Centers and OAP contractors. A WIB may assume that, because they are not aware of any Job Corps Center located nearby, they cannot develop a partnership with Job Corps. So if you have not yet been contacted by the One-Stop system, you should contact the appropriate WIBs. As noted above, the contact information for the state and local One-Stop liaisons can be found in the *One-Stop Resource Guide* for your region.

What does the process of developing a WIA MOU involve?

The WIA Final Interim Rule does not specify a process, but requires that “Local Boards and partners must enter into good-faith negotiations.” The local WIB should take the lead in directing staff to establish fair and equitable negotiation processes to ensure that all parties have mutual understanding as to the ground rules and terms. The Reference List at the end of this *Toolkit* includes some materials on negotiating, which provide examples of principles for good-faith negotiations and effective negotiation strategies.

Although local processes differ, typically the negotiations of an umbrella MOU will involve all partners simultaneously. Usually each partner will designate a representative to serve on the “MOU development team.” These representatives should

understand their programs and budgets as well as the general goals of the One Stop approach. For example, a Job Corps Center could designate the Business and Community Liaison (BCL) to participate in the negotiations. The team then usually meets several times to work out the principles of how the One-Stop system will operate and the guidelines that apply to all partners.

Specific agreements between the WIB and each partner program are usually negotiated individually between the WIB and the partner. These individual agreements should follow the principles and guidelines established for any umbrella MOU. Thus, the BCL might meet with a WIB staff person to develop specific agreements between Job Corps and the One-Stop system.

The next section, *Steps to Negotiating an MOU between Job Corps and One-Stop*, provides greater details on this negotiation process.

Who writes the MOU?

Typically, WIB staff draft the MOU, following guidelines established by the WIB. Some states have also established policies about the form and content of an MOU. Then, the MOU is reviewed and modified by the individuals involved in the negotiations (e.g., the MOU development team) before sending it on to each partner agency. Thus, while Job Corps might want to suggest specific language, Job Corps should not expect to write the agreement.

Who should review the MOU?

For Job Corps, the Center or OAP Director and his or her designated staff should review the draft MOU. Operations staff can also provide valuable information about the feasibility of the linkages specified in the draft MOU. Staff of the corporate offices can also provide valuable input. If your organization retains legal counsel, that counsel may also review the MOU because it is a legal document.

The local WIB and local elected officials will be reviewing the document as a whole along with all the partner agencies. Partner agencies at the State level may also review local MOUs.

Who signs the MOU?

Each of the required partners along with the WIB chairperson must sign the MOU. Further, WIA indicates that the WIB should develop the MOU with the agreement of the

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Chief Local Elected Official (the chief elected executive officer of a unit of general local government in a local area). This elected official, therefore, will also sign the MOU.

Persons with signatory authority in the different partner agencies are the appropriate representatives to sign the MOU. In Job Corps, the Center Director or OAP Director usually has such signatory authority. The contractor's corporate offices may have developed policies on signing such agreements, so the appropriate signatory may vary for different Job Corps contractors.

What happens if we cannot reach an agreement with the WIB about Job Corps' roles and responsibilities?

The WIA Interim Final Rule specifies a process to resolve impasses.⁴ It indicates the WIB and partners may request assistance from the Governor, the State WIB, or from the agency responsible for the partner program, such as the appropriate Job Corps Regional Office. After exhausting other alternatives, other federal agencies may also be consulted to address an impasse.

Any failure to reach an agreement with a required One-Stop partner must be documented and reported to the Governor or state WIB, the agency responsible for administering the partner's program, and to the Secretary of Labor. If an agreement with a required partner cannot be reached, then that partner cannot participate on the WIB, and the workforce investment area cannot receive state incentive grants awarded on the basis of local coordination efforts.

When should the MOU be developed?

Many local areas have already begun to work on their MOUs. MOUs need to be developed soon because MOUs must accompany local WIA Plans, which each local workforce investment area must submit to its state in the Spring of 2000.⁵ At the very latest, MOUs must be developed by July 1, 2000, the beginning of Program Year 2000. If your area has already completed its MOU and Job Corps was not included, local MOUs can still be amended to include Job Corps.

⁴ See WIA Interim Final Rule, sections 662.310 (b) and (c).

⁵ See WIA section 118 (b) (2) (B)

The WIB in my area has not been formed yet. Do I have to wait?

No. Although the WIB in some local areas has not been formed, required One-Stop partners can still begin figuring out how they want to work together. In fact, becoming involved at the beginning gives Job Corps a good opportunity to help shape the local One-Stop system and become a key member of the WIB and Youth Council. If the WIB has not been formed, contact one of the required partners, such as JTPA or ES, to find out how to get involved with One-Stop strategic planning.

BENEFITS OF DEVELOPING MOUs WITH ONE-STOP SYSTEMS

We don't want to just "go through the motions" to be in compliance with WIA. How can Job Corps really benefit from an MOU with One-Stop systems?

Developing MOUs to collaborate with One-Stop systems can potentially help Job Corps meet each of the **RESPECT** challenges. *Developing Effective Linkages between Job Corps and One-Stop Systems: a Technical Assistance Guide* presents many examples of Job Corps sites that have benefited from these linkages. Examples of potential benefits to Job Corps from developing agreements with One-Stop systems are highlighted below.

System Benefits to Job Corps. Agreements with One-Stop can help Job Corps *strengthen community ties*. Developing MOUs with One-Stop WIBs can benefit Job Corps by:

- Giving Job Corps a voice in planning the youth services offered in each community.
- Increasing the awareness of Job Corps within the community.
- Opening up additional resources that can be used by Job Corps and its participants.
- Helping Job Corps strengthen employer connections (since the majority of WIB members are employers who make use of One-Stop employment and training services).

Benefits to Job Corps Recruitment. Linking with One-Stop can greatly enhance Job Corps recruitment efforts, potentially *increasing on-board-strength and retention* by reaching more youth who are appropriate for Job Corps. Ways that One-Stop linkages can enhance Job Corps recruitment include:

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- Marketing of Job Corps by One-Stop staff as part of their efforts to recruit youth.
- Presenting Job Corps as part of the One-Stop menu of services at One-Stop orientations and in One-Stop promotional materials.
- Actively referring youth to Job Corps OA staff, for example by scheduling appointments for youth to meet with OA staff.
- Providing a convenient place for OA staff to meet with interested youth.

Benefits to Job Corps Services. Linkages with One-Stop can also enhance Job Corps services, especially by providing additional resources for *incorporating School-to-Work principles* and by expanding support services to help *increase retention*. Examples of such benefits include:

- Linking Job Corps youth to additional support services, such as childcare, which can increase retention of Job Corps youth.
- Helping Job Corps incorporate School-to-Work principles by providing expertise on the School-to-Work approach and linking Job Corps to employers interested in providing work-based learning opportunities to youth.
- Providing extensive labor market information to help Job Corps Industry Councils learn about employment opportunities in the local area and the skills and education necessary to obtain those jobs. As a result, the Industry Councils can recommend the type of training that should be offered at the Job Corps center.
- Supplementing the educational, vocational, and life skills training offered in Job Corps by providing additional opportunities for Job Corps participants within the community.

Benefits to Job Corps Placement. Although One-Stop partners offer a variety of services, the goal of virtually all programs is to help customers find high-quality jobs. These partners have pooled their resources and efforts to enhance outcomes for all participants. Job Corps can benefit by linking to these One-Stop resources to improve the *quality of placement* and provide *post-center services*. Examples of such benefits include:

- Obtaining labor market information about trends in employment in the local area and statewide to help placement staff target their job development efforts.
- Learning about current job openings in the local area, in the state, and in other states to help placement contractors find jobs for Job Corps youth in their hometowns.

- Making extensive One-Stop “resource rooms” available to Job Corps youth to help them develop resumes, learn job search skills, learn about job openings, and apply for those openings.
- Providing One-Stop workshops and job clubs to help Job Corps youth learn how to look for work and support them during their job search.
- Helping link Job Corps youth to additional training and educational opportunities.
- Providing post-center services to help youth retain their jobs or find new jobs in the future.

We are already working with One-Stop. We know WIA requires one, but how will we benefit from having a formal MOU?

Having a formal agreement rather than an informal understanding is important for four reasons. First, having a formal agreement in writing and signed by all the partners ensures that everyone has the same expectations and understandings. This can help Job Corps and One-Stop partners avoid misunderstandings and can help resolve any conflicts that arise.

Second, having a written MOU ensures that the agreement will continue despite any staff turnover. An informal agreement with a single One-Stop staff member might work well, but if that person leaves, Job Corps might need to start over in developing linkages.

Third, a formal agreement carries more weight and helps ensure both Job Corps and One-Stop staff buy-in. A formal agreement conveys the message that the agreement is supported at the top and thus should be carried out as written.

Fourth, the formal agreement indicates an orderly way that the agreement can be changed. If some part of the agreement is not working as Job Corps or One-Stop intended, the MOU specifies how to review and amend the agreement.

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II. STEPS TO DEVELOPING MOUS BETWEEN JOB CORPS AND ONE-STOP SYSTEMS

The steps to developing a WIA MOU are depicted in Exhibit 1 and described in detail in this section. Although the exact sequence may vary locally—depending on the WIB’s approach to MOUs and the amount of planning already underway—these steps indicate what you can expect as you and the WIB develop an MOU.

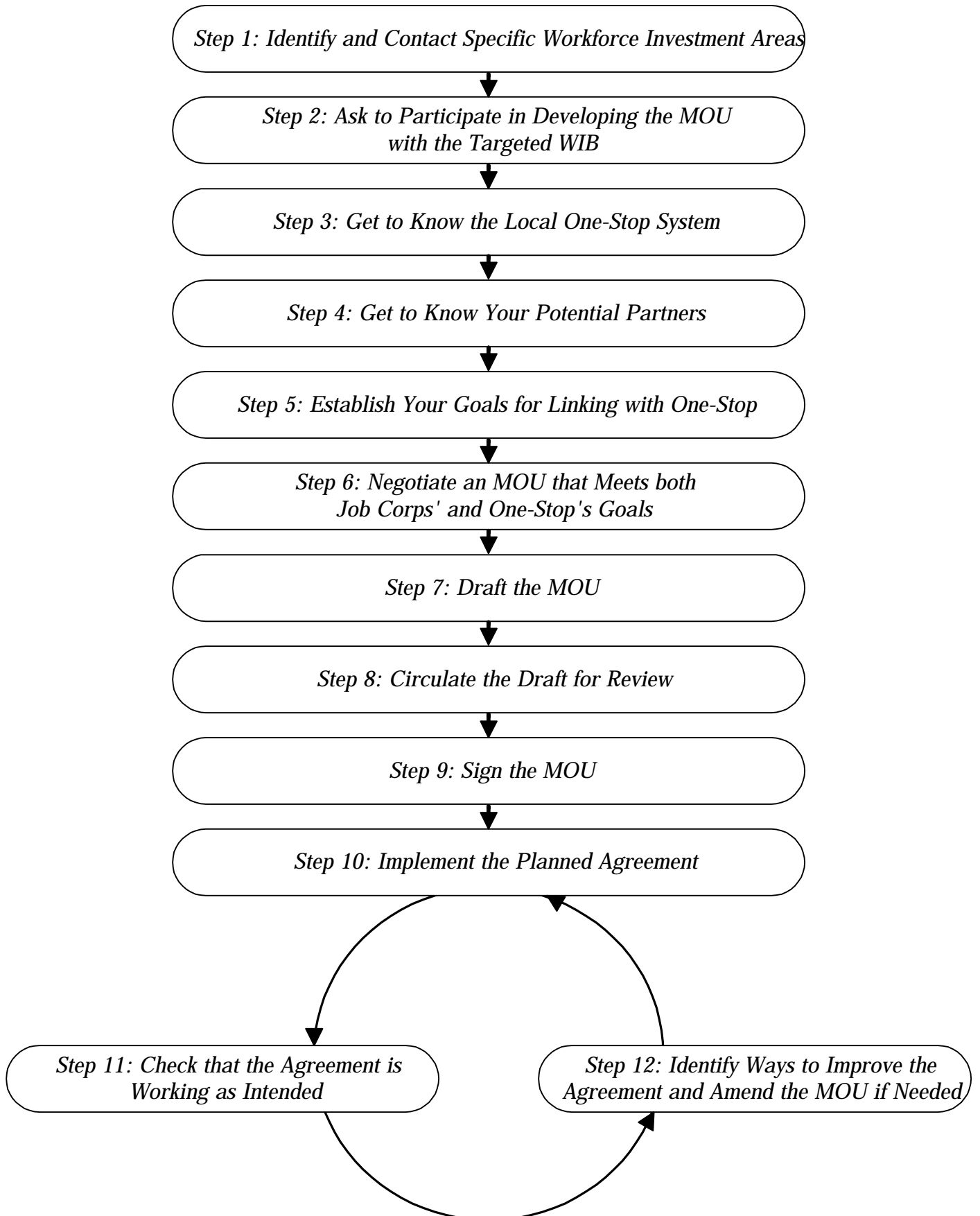
Step 1: Identify and Contact Specific Workforce Investment Areas

The first step is to determine what geographic area you want to target for developing linkages. Job Corps Centers will likely benefit most by targeting the WIB in the local area in which the center is located or a WIB nearby. OA and P contractors may want to develop MOUs with many different local WIBs, depending on where the youth live that they recruit or place. Before contacting a targeted area, it is highly recommended that you coordinate with any other Job Corps entities that may also target the same area.

You can then contact the local WIBs in the targeted areas. Ways to learn the contact name, telephone number, and location of WIBs in the targeted area include:

- Using SPR’s *One-Stop Resource Guide* for your region, which identifies contact information for One-Stop centers in each state. Although the One-Stop contact listed may not be the WIB contact person, the One-Stop contact can refer you to the appropriate WIB staff member in the area.
- Contacting the State One-Stop lead to find out how to contact the WIB in the geographic areas you are targeting. The state One-Stop lead can also give you information regarding any statewide policies about WIA MOU content and form. State One-Stop leads are identified in SPR’s *One-Stop Resource Guides*; they are also listed on DOL’s website at <http://www.ttrc.doleta.gov/onestop/onestopmap>.
- Checking the state One-Stop websites for directories of One-Stop centers. State website addresses are also listed in the *One-Stop Resource Guides*.
- Asking the JTPA PIC or other required partners in the targeted areas how to contact the WIB. (If the WIB has not yet been formed, you can initiate developing an MOU with these partners.)

Steps to Developing an MOU Between Job Corps and One-Stop Systems



Step 2: Ask to Participate in Developing the MOU with the Targeted WIB

The next step is to indicate to the WIB contact person your interest in developing an MOU to promote linkages between Job Corps and the targeted One-Stop system. As part of this initial contact, you can also obtain valuable information about the process of developing an MOU in the local area, including:

- The status of MOU development. Some areas may have already developed an MOU, particularly those located in states that implemented WIA before PY 2000.¹ Other areas may be in the midst of developing an MOU while still others may have not yet begun the process.
- How to become part of the MOU team, if MOU development is not yet complete.
- How to amend the MOU to include Job Corps, if the WIA MOU has already been developed.
- Whether the WIB is developing separate MOUs for each partner or an umbrella MOU for all partners.
- The time table for developing an MOU.
- The other partners that are or will be part of the One-Stop system in that area.

Step 3: Get to Know the Local One-Stop System

The next step is to learn about the One-Stop system in the area you targeted. If a One-Stop system is currently in operation, you can find out about how it operates. If one does not yet exist, you can find out plans for the One-Stop system in the area.

Features of the One-Stop system that would be helpful to know as you begin developing an MOU include:

- How is the One-Stop system operated and managed (e.g., by one lead partner, by a team of partners, by a private organization)?
- How are One-Stop services staffed (e.g., joint staffing of some services, separate staffing of each partner's services)?

¹ FL, KY, PA TX, UT, VT implemented WIA during 1999; IN and MS plan to implement WIA before the start of PY 2000.

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- Which partners are co-located at One-Stop centers and which are located off site?
- Which One-Stop centers are “full service” (i.e., all partner programs can be accessed) and which are “satellite” centers or service points with more limited service options?
- How do customers learn about the services available at the One-Stop centers (e.g., marketing efforts, “greeter” at reception desk, orientation session)?
- How do customers get referred to different partners’ services?
- How are job leads handled (e.g., joint marketing to employers, sharing of leads)?
- What job search resources are available (e.g., resource rooms, job fairs, workshops).
- What services are available specifically for youth (e.g., workshops for youth, resource room for youth)?

Ways to learn about the One-Stop system include:

- Interviewing the WIB or One-Stop staff.
- Obtaining written materials, such as the local plan that must be submitted to the state or marketing materials that describe the One-Stop system.
- Looking at the website for the local One-Stop system.
- Visiting a One-Stop center.

Step 4: Get to Know Your Potential Partners

To identify how Job Corps can benefit from One-Stop linkages (and vice versa), you also can learn about the different partners. Although you will learn more as you begin to work with the partners, it is a good idea to find out about the basics of partners’ programs. As you gather this information, begin to consider potential benefits to Job Corps from linking with the program through the MOU.

Key issues to explore and questions you can begin to consider include:

- *What customers does the partner serve?* As you find out about a partner’s target groups, consider the following issues: Can Job Corps potentially benefit from coordinating recruitment with the partner?

Could youth qualify for the program while in Job Corps? Are youth leaving Job Corps appropriate for the partner program?

- *What services are offered?* Consider the following issues: Can the partner's services potentially help youth enter or stay in Job Corps? Can the services potentially complement Job Corps vocational, educational, or life skills training? Would the services be appropriate for youth after leaving Job Corps? Would the services help Job Corps youth find jobs or retain jobs after placement?
- *What are the intended outcomes of the program?* Consider the following issues: Are the outcomes compatible with Job Corps' goals? How successful is the program in achieving its intended outcomes?

Ways to find out about your partners' programs include:

- Check the national websites of required One-Stop partners, listed on usworkforce.org/wia/partners to learn about key features of each partner. (These websites identify the national name of partners' programs; the local name of these programs may be different, however.)
- Ask the WIB contact person for written information about the partners (such as marketing materials).
- Contact the director of the partner programs in your local area. The WIB should be able to give you the local name of the partner's program and a specific person to contact.

Step 5: Establish Your Goals for Linking with One-Stop

The purpose of an MOU should not just be to meet WIA requirements but to enhance both the Job Corps and One-Stop systems. It is very important, therefore, to identify your goals for linking with One-Stop systems before beginning to negotiate with the WIB. Although the specific ways to meet Job Corps's goals can evolve during the negotiation process, it is also a good idea to identify some potential strategies for linking that would help meet your goals. Further, statements about Job Corps' goals for linkages can be included in the MOU so that all parties understand what the linkages are intended to achieve.

Developing Effective Linkages between Job Corps and One-Stop Systems: A Technical Assistance Guide presents many examples of Job Corps sites that have

II. Steps to Developing MOU's

benefited from linkages. Reviewing these “best practices” can help you identify specific goals for the MOU.

One way to identify goals for developing MOUs is to examine how One-Stop linkages could help you meet the **RESPECT** challenges. The following are examples of potential goals that you might establish to meet **RESPECT** challenges, which could serve as statements that you might want to include in the MOU.

Retention. One important goal for developing MOUs with One-Stop systems could be to improve retention of youth in Job Corps. This could occur through:

- Improving recruitment of interested and eligible youth. By drawing from a wider pool of youth, Job Corps can better select youth who can benefit from Job Corps.
- Increasing the variety of supportive services available, such as childcare, to help youth remain in Job Corps.

Employer involvement. Another goal could be to improve employer involvement in Job Corps by increasing Job Corps’s access to regional and national employers. Examples of specific goals include:

- Increasing the awareness of Job Corps among employers involved in One-Stop, including employers on the WIB and those seeking out services through One-Stop partners.
- Increasing Job Corps’s access to employers with job openings by coordinating employer outreach or sharing job leads.

School-to-Work. Another goal for developing MOUs to foster collaboration could be to help Job Corps incorporate School-to-Work principles. Examples of specific goals include:

- Increasing Job Corps’ access to the expertise of One-Stop partners in the School-to-Work initiative.
- Linking Job Corps to One-Stop employers interested in providing work-based learning opportunities to youth.

Placement Quality. Another goal of linking with One-Stop systems could be to help Job Corps improve the quality of placements and meet the WIA-mandated performance indicators. Examples of specific goals include:

- Increasing access to labor market information about trends in employment in the local area and statewide to help placement staff target their job development efforts.

- Increasing access to information about current job openings in the local area, in the state, and in other states to help placement contractors find high-quality jobs for Job Corps youth in their hometowns.
- Making extensive One-Stop services available to help Job Corps youth find high-quality jobs.
- Enhancing Job Corps' ability to place youth in additional training and educational opportunities.
- Increasing Job Corps youths' access to post-center services to help them retain their jobs or find new jobs in the future.

Expanded Community Ties. Developing linkages with One-Stop systems is itself a goal under this **RESPECT** challenge. Other potential goals related to community involvement include:

- Increasing Job Corps' voice in planning the comprehensive youth services offered in the community.
- Increasing the awareness of Job Corps within the community.
- Increasing community-service opportunities for Job Corps youth.
- Increasing access to additional resources that can be used by Job Corps and its participants.
- Increasing access to labor market information to help Industry Councils learn about employment opportunities in the local area and the skills and education necessary to obtain those jobs.

Step 6: Negotiate an MOU that Meets both Job Corps' and One-Stop's Goals

You are now ready to begin negotiating an agreement with the One-Stop WIB. This will probably consist of a number of meetings, especially when many partners are involved. Bear in mind, however, that the negotiations themselves are part of the system-building process and developing working relationships with One-Stop partners may be very beneficial. Below, two elements of these negotiations are described: (A) issues to negotiate, and (B) a suggested method of negotiating.

A. Issues to Negotiate

a. General Principles that Guide the One-Stop System. Often One-Stop partners begin by agreeing on general principles that will guide how they work together in the One-Stop system. These general principles will then be included in an umbrella

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MOU or in separate MOUs with each One-Stop partner. Such general principles are important in their own right and also establish objective criteria to use in negotiating specific agreements with individual partners.

One way that One-Stop systems may develop these general principles of collaboration is to base them on the key themes of the WIA legislation, as identified by DOL. Even if these are not included explicitly in the MOU, you should be aware of these principles because they will influence what One-Stop systems are trying to achieve through its partnerships.

Streamlining services. This key principle underlies the One-Stop concept. The idea is that customers can learn about and access needed services in one place so that they encounter “no wrong door” when asking for help. Further, the vision is that customers receive the services they need, even if the services are funded by more than one program. Thus, services should be “seamless” from the customer’s perspective; this is sometimes referred to as “wrapping services around the customer.”

Agreeing to this principle does not mean that you are committing to co-locating staff at a One-Stop center or to co-enrolling customers; well-coordinated referral linkages are also consistent with this principle.

Empowering individuals by providing customer choice. According to this principle, customers should play a role in determining the services that they need and in selecting the providers of those services. Agreeing to this principle does not mean that Job Corps OA staff cannot continue to apply their criteria in determining who can benefit from Job Corps. Instead, if this principle is followed, it likely will mean that more youth are informed about the option of enrolling in the Job Corps program and are referred to OA staff.

Universal access. This principle means that a wide variety of services are to be made available to all customers, regardless of program eligibility. (Customers receiving these services are often referred to as “universal customers.”) This principle in no way affects Job Corps eligibility requirements. Instead, it means that Job Corps youth can use these “universal services” before, during, and after Job Corps participation. For example, Job Corps participants can use universal One-Stop services to help them find jobs as they leave Job Corps and after they enter employment (i.e., post-center services).

Non-duplication of services. Another key One-Stop principle is to reduce the duplication of services. This does not necessarily mean that staff performing the same function from different programs must be integrated, although some One-Stop systems have integrated some functions for some partners. Instead, coordinating common activities—such as outreach, job development, or placement—is consistent with this principle.

Increased accountability in performance and customer satisfaction. WIA specifies performance indicators for both Job Corps and WIA programs, and the performance indicators are quite compatible between the two systems. For example, both have indicators related to employment 6 months after entry into employment. The only WIA indicator with which Job Corps may be less familiar is customer satisfaction. Customer satisfaction will be measured both for employers and for participants after they stop receiving WIA adult, youth, and dislocated worker services. Job Corps's already strong emphasis on accountability should make Job Corps an attractive partner for the One-Stop system.

Strong role for the WIB and private sector. Job Corps can help One-Stop systems address this principle because it has an extensive private sector role in designing Job Corps training, a role that is strengthened by the creation of Job Corps Industry Councils under WIA. Conversely, increasing the awareness of Job Corps among the private sector employers on the WIB can potentially help Job Corps meet the **RESPECT** challenge of developing stronger ties with national and regional employers.

State and local flexibility. WIA gives both states and local areas considerable flexibility in designing their One-Stop systems. The major implication of this principle for Job Corps is that One-Stop systems will vary both across and within states, making the negotiation of MOUs more complicated, especially for OAP contractors that are negotiating with several local boards. (See *Step 3: Get to Know the Local One-Stop System* for ways to learn about the specific One-Stop systems that you are targeting.)

Improved youth programs. WIA calls for several improvements to WIA youth programs. Many of these improvements bring them close to the Job Corps approach of providing comprehensive services. WIBs, therefore, may be turning to Job Corps for expertise in how to strengthen youth services.

b. Specific Links between Job Corps and One-Stop. After the general principles have been agreed upon, the next step is to develop specific agreements

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between Job Corps and One-Stop. As discussed above, *Developing Effective Linkages between Job Corps and One-Stop Systems: A Technical Assistance Guide* identifies numerous strategies that Job Corps sites have used to develop organizational, recruitment, service, and placement linkages with One-Stop systems.

These strategies are summarized in *Worksheet #1: Planning and Implementing Links with One-Stop Systems*. You and your partners can use this Worksheet to identify the options to accomplish your goals for linking with One-Stop systems. For example, if one of your goals in linking with One-Stop is to improve recruitment, the Worksheet identifies several strategies to link recruitment that have been feasible in other Job Corps sites. You and your partner can then pursue options that are appealing to both in your negotiations. (This Worksheet can also be helpful in planning how to implement agreements in the MOU, as described in Step 10.)

c. Costs. As you are considering options for linkages, you should also consider the costs. Some of the options for linking that can provide the greatest benefit also entail the greatest costs.

The WIA Interim Final Rule provides guidance on how the costs of operating a One-Stop system are to be divided: “each partner must contribute a fair share of the operating costs of the One-Stop delivery system proportionate to the use of the system by individuals attributable to the partner’s program.”² Thus, Job Corps partners should expect to pay some part of the shared costs if they locate staff at the One-Stop center.

Cost-sharing arrangements must comply with Federal Cost Principles set forth in “Office of Management and Budget (OMB) Circulars,”³ which basically allow two methods:

- **Direct charge**, which can be used when resources can be attributable to a specific program.
- **Allocation**, which can be used when resources are shared and cannot be directly attributable to a specific program.

² See Part 662.270 of the WIA Interim Final Rule.

³ Relevant circulars include OMB Circular A-21—Cost Principles for Educational Institutions and OMB Circular A-87—Cost Principles for State, Local and Indian Tribal governments.

Another way to cover shared costs in One-Stop systems is for the different One-Stop partners to contribute staff time. For more details on cost arrangements, see “What is required in a WIA MOU?” in the Frequently Asked Questions about MOUs.

B. Suggested Method of Negotiating

Although Job Corps entities undoubtedly have experience in negotiating agreements, negotiating a WIA MOU may be a different process than you are used to. Developing an MOU requires accounting for the potentially varied interests of many different partners through a group decision making process.

“Interest-based negotiations” is an approach to negotiating that several federal agencies have adopted for the labor-management negotiations and DOL is beginning to encourage One-Stop systems to use in partnership building.⁴

The name “interest-based” negotiations arises because this approach focuses on devising solutions that meet the various parties’ interests rather than negotiating from a fixed set of positions. Elements of this interest-based approach include the following.⁵

Focus on the issue. It is important to focus on the issue being expressed rather than on which program or person is expressing the issue, even if your interests have previously conflicted with another program’s.

Explore all interests underlying the issue. A critical step in this approach is identifying and expressing the specific interests of each partner in an issue. Understanding each partners’ underlying interests will help in devising agreements that all partners can accept.

Each party to the negotiations should make clear their specific interests. Partners are likely to have a wide range of interests related to any given issue. For example, a program’s interests may relate to the (1) mission of a program (e.g., to better serve

⁴ See “*Labor-Management Partnership: Skills for Success*,” by the National Partnership Council (1998), which contains papers discussed in workshops presented to improve labor-management relations in the federal government (<http://www.opm.gov/npc/index.html-ssi>). “*Getting to Yes*,” by Fisher and Ury (Penguin Books, New York, Second Edition, 1991) is also an excellent resource for learning about the “interest-based” approach.

⁵ These elements were identified the paper by staff at the U.S. Department of Health and Human Services in the “*Labor-Management Partnership: Skills for Success*,” by the National Partnership Council (1998) and are similar to the elements identified in Fisher and Ury (1991).

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economically disadvantaged youth), (2) the program's political environment (e.g., justify program costs, maintain program identity to ensure political support), (3) the operator's or contractor's administrative concerns (e.g., meet performance expectations, maintain staff morale, retain its contract), and (4) individual negotiators' interests (e.g., obtaining a good agreement from their constituents' perspective, achieving success in their organizations).

Seek creative solutions and be open to possibilities and opportunities. Another hallmark of this approach is to seek creative solutions. By working together, you and your partners may be able to identify solutions to problems that no one had in mind when they first started the process.

Ultimately, all partners need to reach a consensus on how to work together so these options should be developed through a group process. One recommended approach is for all partners to jointly "brainstorm" ideas about how to collaborate. Each partner could indicate those ideas that seem most promising to that partner. Ideas identified as promising by the most partners could then be explored more fully.

To help you and your partners brainstorm ideas, this *Toolkit* contains *Worksheet #2: Brainstorming Ideas for One-Stop Linkages*. These guidelines suggest ground rules for a brainstorming session and ways that the brainstorming can be structured to ensure that all participate in the process. After you and your partners have identified potential ways to collaborate, you can use *Worksheet #3: Building Consensus for One-Stop Linkages*. This Worksheet identifies the elements of consensus building and suggests ways to vote on ideas that encourage consensus.

Satisfy others' interests as well as your own. All partners will need to sign the MOU so ultimately each program will need to be able to "live with" the agreements. By knowing about and addressing the interests of each partner, you can better find "win-win" opportunities or compromises that all can accept.

Use agreed upon criteria to reach the best solution. Another critical element of the "interest-based" approach is using objective criteria that all have agreed upon to assess and select solutions. Identifying such criteria upfront takes negotiations out of the arena of power struggles and personal conflicts and moves the group toward consensus.

These objective criteria could include that all solutions must be consistent with the affected programs' regulations, and cost agreement must be consistent with OMB circulars about cost sharing. The general principles of WIA, discussed earlier, can also serve as useful objective criteria in judging potential linkages. For example, in judging ways to coordinate placement, you can ask yourselves whether the potential solution is consistent with enhanced accountability. If it is not, you could then look for ways to improve the incentives of other partners' staff to achieve good outcomes and foster accountability.

Step 7: Draft the MOU

Typically, WIB staff will take responsibility for drafting the MOU, especially an umbrella MOU, but you can provide input in what specifically should be addressed in the MOU.

Worksheet #4: Drafting the MOU between Job Corps and One-Stop Systems can help you and the WIB staff structure a specific agreement that pertains to Job Corps. This Worksheet is organized by the different elements to be included in an MOU. It “maps” the different strategies to link Job Corps and One-Stop systems identified in *Worksheet #1: Planning and Implementing Links with One-Stop Systems* into the appropriate sections in the MOU. This Worksheet can be used as a template to ensure that all appropriate issues are addressed within the MOU.

Step 8: Circulate Draft for Review

The initial draft can be reviewed first by the individuals on the MOU development team to make sure it reflects the decisions made by the team. It is recommended, however, that the revised drafts be circulated to the Job Corps “stakeholders” who are affected by the MOU, as described in “Who should review the MOU?” in the Frequently Asked Questions.

Step 9: Sign the MOU

The last step to completing the MOU itself is for it to be signed by each of the required partners, the WIB chairperson, and the Chief Local Elected Official, as described in “Who signs the MOU?” in the Frequently Asked Questions.

Step 10: Implement the Agreement

Although you now have an MOU as required by WIA, the process is not complete. The MOU should not just be filed away, but should support the development of an effective partnership. Thus, the next three steps pertain to carrying out the MOU agreements and modifying the MOU as issues arise.

WIA calls on One-Stop systems to achieve “continuous improvement” so One-Stop systems may adopt this approach in planning and carrying out the MOU. It may be helpful, therefore, for Job Corps to be familiar with the continuous improvement framework. “Continuous improvement” is a term used in a variety of management approaches. The continuous improvement framework calls on organizations to engage in four interrelated stages.

- *Plan.* The first stage in the continuous improvement framework is to plan a policy, procedure, or activity. In the case of the MOU, the planning stage involves developing the agreement and preparing the initial MOU. The planning stage, therefore, includes the MOU Steps 1 through 9 that were described above.
- *Do.* The second process is to implement the plans. In the case of an MOU, the “do” stage involves implementing the MOU, as described in this Step.
- *Check.* The third stage is to assess how well the plan is working in practice. In the case of an MOU, this involves checking whether the agreements are carried out as planned and whether the agreements are reaching the goals of the MOU. This stage is described in Step 11, below.
- *Act.* The final process is to revise the plans to address problems found in the “check” stage. In the case of an MOU, this stage involves revising the agreements and perhaps amending the MOU to address any implementation problems, as described in Step 12 below.

These stages of improvement are “continuous” because the stages are repeated. Thus, after planning revisions, the revisions are implemented and checked, and further actions are taken to address any remaining problems.

Effective implementation of the agreements in an MOU is fostered by good communications between Job Corps and One-Stop partners. Regularly scheduled meetings are one way to guide implementation of the MOU. *Worksheet #1: Planning*

and Implementing Links with One-Stop Systems can be used to facilitate such meetings. The worksheet can help you review the activities to date in implementing the strategy, identify next steps, and assign responsibility for carrying out the next steps.

Step 11: Check that the Agreement is Working as Intended

After the agreements in the MOU have been implemented and are in operation, the next step is to check that the partnership is working as intended. To make this assessment, it helps to establish criteria for determining that the partnership is working. For example, if your goal was to improve recruitment, you could establish criteria for deciding whether the partnership made recruitment easier. Quantitative indicators about the success of linkages might include the number of youth referred from One-Stop to Job Corps and the number of youth enrolled in Job Corps who were referred from One-Stop. More qualitative criteria might include the extent that admissions counselors report that One-Stop linkages have made their jobs easier.

Next, you can assess the linkages against these criteria. The goal is both to see whether the linkages are working as intended and to find out why any problems have occurred. Ways to make these assessments include:

- Talking with line staff about their perceptions of what aspects of the partnership are beneficial and what needs improving.
- Tracking for a brief period the number of youth referred to Job Corps from One-Stop partners.
- Observing activities, such as a One-Stop orientation where Job Corps is presented as an option.
- Talking with a sample of Job Corps youth about whether they learned about Job Corps through the One-Stop system.

Step 12: Identify Ways to Improve the Partnership and Amend the MOU if Needed

The last step is to identify ways to improve the linkages so that any problems uncovered in Step 11 are addressed. More extensive modifications may require that the MOU be amended to support new procedures.

To devise ways to improve linkages, you can use the “interest-based” approach to negotiating, as described in *Step 6: Negotiate an MOU that Meets both Job Corps’ and One-Stop’s Goals*. Through brainstorming and consensus building, you and the

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partners can devise solutions to problems encountered in implementing your agreements. It is particularly important in this step to focus on the issue rather than the personalities and programs involved. The goal is to devise solutions to the implementation problems, not to assign blame among the programs for creating the problems.

If necessary, you and your One-Stop partners can then modify the MOU according to the agreed upon procedures in the original MOU. The MOU then becomes a management tool to support the evolution of effective linkages between Job Corps and One-Stop.

**III. WORKSHEETS FOR DEVELOPING AN MOU
BETWEEN JOB CORPS AND ONE-STOP SYSTEMS**

WORKSHEET #1: PLANNING AND IMPLEMENTING LINKAGES BETWEEN JOB CORPS AND ONE-STOP SYSTEMS

This worksheet is intended to help Job Corps and One-Stop systems plan and implement linkages. It lists different strategies that Job Corps and One-Stop systems have used to meet their mutual goals. (These strategies are described in detail in *Linking Job Corps and One-Stop Systems: A Technical Assistance Guide*.) This worksheet presents strategies for four main types of linkages:

- *Organizational linkages*—strategies to link the governance and operations of Job Corps and One-Stop systems and to build the capacity of staff to coordinate effectively.
- *Recruitment and referral linkages*—strategies to market Job Corps services through One-Stop systems and develop effective referral procedures.
- *Coordinated service linkages*—strategies to link youth participating in Job Corps to training and supportive services available through One-Stop systems.
- *Placement linkages*—strategies to help Job Corps youth access One-Stop placement services and job listings, and attend One-Stop workshops, link Job Corps youth to further training available through One-Stop, enhance Job Corps post-placement services, and reduce competition between Job Corps and One-Stop partners for job openings.

This worksheet can be used at two steps in the MOU process. First, you can use this worksheet in *Step 6: Negotiate an MOU that Meets both Job Corps' and One-Stop's Goals*. To identify linkages that could potentially meet your and your partner's goals, you can each review the strategies that other Job Corps and One-Stop sites have used. The first column provides a space to indicate the priority that you place on each strategy.

Second, you can use this worksheet in *Step 10: Implement the Agreement*. For each of the strategies agreed upon in the MOU, you and your One-Stop partners can use the worksheet to identify the following issues:

- *Current status of the linkage*. You can indicate on the Worksheet whether the linkage it is in planning, implementation has begun, or implementation is complete.

- *Activities to date.* This section should summarize the progress that has been made in carrying out the planned linkage with One-Stop systems.
- *Next steps in implementing procedure.* To keep the implementation process manageable, it is useful to identify the next few steps in carrying it out.
- *Persons responsible for carrying out the next steps.* It is important to assign responsibility to specific staff members for carrying out the next steps and to hold them accountable for doing so.
- *The timeframe for completing the next steps.* It is also useful to determine when the next steps will be taken so that they are given the appropriate priority by busy staff.

WORKSHEET #1: PLANNING AND IMPLEMENTING LINKS WITH ONE-STOP SYSTEMS

ORGANIZATIONAL LINKAGES

Priority	Strategy	Status	Activities to Date	Next Steps	Lead Person	Timeframe
Coordinating Governance of One-Stop and Job Corps Systems						
	Participate in One-Stop Oversight Boards	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Participate in One-Stop Management Teams	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Participate in One-Stop Staff Meetings	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				

**WORKSHEET #1: PLANNING AND IMPLEMENTING LINKS WITH ONE-STOP SYSTEMS
(CONTINUED)**

ORGANIZATIONAL LINKAGES

Priority	Strategy	Status	Activities to Date	Next Steps	Lead Person	Timeframe
	One-Stop Staff Participate in Job Corps Councils	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Other:	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
Linking the Operations of One-Stop and Job Corps						
	Integrate Job Corps Staff in One-Stop Center	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				

**WORKSHEET #1: PLANNING AND IMPLEMENTING LINKS WITH ONE-STOP SYSTEMS
(CONTINUED)**

ORGANIZATIONAL LINKAGES

Priority	Strategy	Status	Activities to Date	Next Steps	Lead Person	Timeframe
	Co-locate Job Corps staff at One-Stop Centers	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Maintain Separate Locations but Link Activities	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Other:	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				

**WORKSHEET #1: PLANNING AND IMPLEMENTING LINKS WITH ONE-STOP SYSTEMS
(CONTINUED)**

ORGANIZATIONAL LINKAGES

Priority	Strategy	Status	Activities to Date	Next Steps	Lead Person	Timeframe
Building Staff Capacity to Carry Out Effective Linkages with the Operations of Job Corps						
	Provide Cross-training to Job Corps and One-Stop Staff	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Arrange Tours of Job Corps Centers for One-Stop Staff	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Develop Communication Links	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				

**WORKSHEET #1: PLANNING AND IMPLEMENTING LINKS WITH ONE-STOP SYSTEMS
(CONTINUED)**

ORGANIZATIONAL LINKAGES

Priority	Strategy	Status	Activities to Date	Next Steps	Lead Person	Timeframe
	Other:	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				

**WORKSHEET #1: PLANNING AND IMPLEMENTING LINKS WITH ONE-STOP SYSTEMS
(CONTINUED)**

RECRUITMENT AND REFERRAL LINKAGES

Priority	Strategy	Status	Activities to Date	Next Steps	Lead Person	Timeframe
Marketing Job Corps to One-Stop Centers						
	Marketing Job Corps to One-Stop Centers	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Other:	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				

**WORKSHEET #1: PLANNING AND IMPLEMENTING LINKS WITH ONE-STOP SYSTEMS
(CONTINUED)**

RECRUITMENT AND REFERRAL LINKAGES

Priority	Strategy	Status	Activities to Date	Next Steps	Lead Person	Timeframe
Developing Effective Joint Marketing Procedures with One-Stop Systems						
	Job Corps Participating in One-Stop Orientations	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Distributing Job Corps Marketing Materials at One-Stop Centers	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Including Job Corps and One-Stop in Each Other's Marketing Efforts	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				

**WORKSHEET #1: PLANNING AND IMPLEMENTING LINKS WITH ONE-STOP SYSTEMS
(CONTINUED)**

RECRUITMENT AND REFERRAL LINKAGES

Priority	Strategy	Status	Activities to Date	Next Steps	Lead Person	Timeframe
	Including Job Corps in the One-Stop Job Listings	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Other:	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
Developing Effective Referral Procedures						
	Making Active Referrals to Ensure the “No Wrong Door Approach”	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				

**WORKSHEET #1: PLANNING AND IMPLEMENTING LINKS WITH ONE-STOP SYSTEMS
(CONTINUED)**

RECRUITMENT AND REFERRAL LINKAGES

Priority	Strategy	Status	Activities to Date	Next Steps	Lead Person	Timeframe
	Job Corps Helping to Staff the One-Stop Intake Desk	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Including Job Corps as an Option on the One-Stop Intake Form	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Designating a Key Staff Liaison to Coordinate Referrals	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				

**WORKSHEET #1: PLANNING AND IMPLEMENTING LINKS WITH ONE-STOP SYSTEMS
(CONTINUED)**

RECRUITMENT AND REFERRAL LINKAGES

Priority	Strategy	Status	Activities to Date	Next Steps	Lead Person	Timeframe
	Clearly Defining Job Corp's Role in One-Stop Systems	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Sharing Credit for Client Outcomes	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Other:	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				

**WORKSHEET #1: PLANNING AND IMPLEMENTING LINKS WITH ONE-STOP SYSTEMS
(CONTINUED)**

COORDINATED SERVICE LINKAGES

Priority	Strategy	Status	Activities to Date	Next Steps	Lead Person	Timeframe
Linking Job Corps Participants to One-Stop Training to Enhance Job Corps Training						
	Using One-Stop Centers for Work-Based Learning	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Co-enrolling Participants in Vocational Training Available through the One-Stop System	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Co-enrolling participants in GED Training Available through the One-Stop System	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				

**WORKSHEET #1: PLANNING AND IMPLEMENTING LINKS WITH ONE-STOP SYSTEMS
(CONTINUED)**

COORDINATED SERVICE LINKAGES

Priority	Strategy	Status	Activities to Date	Next Steps	Lead Person	Timeframe
	Other:	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
Ensuring Access to Additional Supportive Survives						
	Linking Job Corps to Supportive Services Available through the One-Stop System	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Other:	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				

**WORKSHEET #1: PLANNING AND IMPLEMENTING LINKS WITH ONE-STOP SYSTEMS
(CONTINUED)**

PLACEMENT LINKAGES

Priority	Strategy	Status	Activities to Date	Next Steps	Lead Person	Timeframe
Helping Job Corps Youth Access One-Stop Placement Services						
	Teaching Job Corps Youth to Use One-Stop Self-access Services	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Accessing One-Stop Resources Electronically	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Other:	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				

**WORKSHEET #1: PLANNING AND IMPLEMENTING LINKS WITH ONE-STOP SYSTEMS
(CONTINUED)**

PLACEMENT LINKAGES

Priority	Strategy	Status	Activities to Date	Next Steps	Lead Person	Timeframe
Encouraging Job Corps Youth to Use One-Stop Workshops						
	Helping Job Corp Youth Access One-Stop Workshops	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Other:	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
Linking Job Corps Youth to Additional Training Programs Through the One-Stop System						
	Helping Job Corps Youth Access Additional Training Programs Through the One-Stop System	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				

**WORKSHEET #1: PLANNING AND IMPLEMENTING LINKS WITH ONE-STOP SYSTEMS
(CONTINUED)**

PLACEMENT LINKAGES

Priority	Strategy	Status	Activities to Date	Next Steps	Lead Person	Timeframe
	Other:	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
Enhancing Job Corps Post-Placement Services Through Linking with One-Stop Systems						
	Providing Post-Placement Services to Job Corps Youth through the One-Stop System	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Other:	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				

**WORKSHEET #1: PLANNING AND IMPLEMENTING LINKS WITH ONE-STOP SYSTEMS
(CONTINUED)**

PLACEMENT LINKAGES

Priority	Strategy	Status	Activities to Date	Next Steps	Lead Person	Timeframe
Reducing Competition Between Job Corps and One-Stop Partners for Job Openings						
	Co-enrolling Youth in Multiple Programs	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Sharing Job Listings	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				
	Sharing Facilities and Staff	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				

**WORKSHEET #1: PLANNING AND IMPLEMENTING LINKS WITH ONE-STOP SYSTEMS
(CONTINUED)**

PLACEMENT LINKAGES

Priority	Strategy	Status	Activities to Date	Next Steps	Lead Person	Timeframe
	Other:	<input type="checkbox"/> Planning <input type="checkbox"/> Implementing <input type="checkbox"/> Completed <input type="checkbox"/> Not Planned Link				

WORKSHEET #2: BRAINSTORMING IDEAS FOR LINKAGES BETWEEN JOB CORPS AND ONE-STOP

This worksheet provides guidelines for “brainstorming,” which can help develop ideas for linking Job Corps and One-Stop. Brainstorming can help in three steps of developing an MOU. As part of *Step 5: Establish Your Goals for Linking with One-Stop*, Job Corps staff can brainstorm among themselves ways that linking with One-Stop partners can help Job Corps. As part of *Step 6: Negotiate an MOU that Meets both Job Corps’ and One-Stop’s Goals*, Job Corps and One-Stop partners can brainstorm ideas for linkages that meet both systems’ goals. As part of *Step 12: Identify Ways to Improve the Agreement*, brainstorming can be used to identify solutions to problems that arise in implementing the agreements in the MOU.

PURPOSE OF BRAINSTORMING

- To create ideas as input into MOU development.
- To ensure all members participate in the generation of ideas in a group process.
- To identify possible agreements that can work for all partners.

ELEMENTS OF BRAINSTORMING

1. Establish Ground Rules

Logistics

- Clearly state the issue to be brainstormed.
- Set a time limit for the activity, usually 15–30 minutes.
- Identify a recorder to get ideas on flipchart.
- Decide whether to use a “free wheeling” or “round robin” approach (described below).

Rules for Brainstorming

- Record all ideas accurately—do not edit what is said.
- Partners are free to suggest an idea without necessarily committing themselves to that solution.
- No criticizing or commenting on ideas at this point. The idea of brainstorming is to generate many new ideas, not to judge them.
- Try to build on each other’s ideas.

2. Engage in Brainstorming

“Free wheeling”

- Ideas are called out.
- Make sure everyone has had an opportunity to participate.
- Make a “last call” for ideas before finishing.

“Round robin”

- Everyone takes a turn offering an idea.
- Anyone can pass on any turn.
- Continue until there are no more ideas.

3. Review Each Idea

- Review for understanding and clarification.
- Combine similar ideas and eliminate duplicates.

WORKSHEET #3: BUILDING CONSENSUS FOR AGREEMENTS IN AN MOU

This worksheet provides guidelines for building consensus for agreements to include in an MOU. It can be used as part of *Step 6: Negotiating an MOU* and *Step 12: Identify Ways to Improve the Agreement* to help reach a consensus for agreements among diverse One-Stop partners.

PURPOSE OF CONSENSUS BUILDING

- Generate full discussion of different perspectives on complex issues.
- Understand the interests of each partner.
- Make it possible for people with varying interests to make decisions that are good for the system as a whole and that each partner can “live with.”
- Involve all partners to strengthen their commitment to an agreement.

ELEMENTS OF CONSENSUS BUILDING

- Allow full discussion of all sides of an issue.
- At varying points during the discussion, test the extent of agreement among partners by calling for “a show of thumbs.”
 - *Thumb up* means the individual can support a decision, even if it is not his/her first choice.
 - *Thumb sideways* means an individual still has some questions or concerns about the decision but can live with it if necessary.
 - *Thumb down* means an individual does not agree with decision and cannot support it.
- Every individual that has a thumb down or sideways must state their concern, question, or reason for not supporting the decision.
- Supporters have an opportunity to try to address the stated concerns.
- Once everyone has indicated any concerns and supporters have addressed those concerns, call for another “show of thumbs.”
- Consensus has been reached if all thumbs are up or sideways.

WORKSHEET #4: DRAFTING AN MOU BETWEEN JOB CORPS AND ONE-STOP SYSTEMS

This worksheet is intended to be used in *Step 7: Draft the MOU*. It reflects the different strategies to link Job Corps and One-Stop systems that were identified in Worksheet #1, but organizes them by sections required by WIA and well as an additional section you may want to include in the MOU. This worksheet contains the following sections:

- *Services.* The MOU must specify how each of the core and intensive services required under WIA will be provided in the One-Stop system. This Worksheet provides options for the types of services that could be provided by Job Corps and, conversely, the One-Stop services that could be provided to Job Corps. The list is organized by the types of One-Stop services that must be addressed in the MOU.
- *Referral arrangements.* The MOU must specify how referrals will be made among One-Stop partners. This section of the Worksheet includes issues that might be addressed in the MOU to ensure a common understanding of referral arrangements between Job Corps and One-Stop.
- *Costs.* The MOU must also address how the operational costs of the One-Stop system will be shared. The Worksheet indicates some of the issues that could affect the One-Stop costs that Job Corps might cover. These issues may not be addressed explicitly in the MOU but should underlie the cost agreements.
- *Procedures for amendments.* The MOU must also address the duration of the MOU and how it can be amended. The Worksheet identifies amendment procedures that might be included in the MOU.
- *Optional sections.* The MOU can also address a number of optional items. The Worksheet includes issues that could be addressed related to co-enrollment, confidentiality, and the management of the One-Stop system.

WORKSHEET #4: DRAFTING THE MOU BETWEEN JOB CORPS AND ONE-STOP SYSTEMS

I. SERVICES (REQUIRED BY WIA)

	Yes	No
Determination of Eligibility		
• Job Corps determine eligibility of One-Stop customers for Job Corps?	<input type="checkbox"/>	<input type="checkbox"/>
• One-Stop staff collect some eligibility information for Job Corps?	<input type="checkbox"/>	<input type="checkbox"/>
Outreach and Intake		
• Job Corps marketing materials available at One-Stop centers?	<input type="checkbox"/>	<input type="checkbox"/>
• One-Stop staff market Job Corps services?	<input type="checkbox"/>	<input type="checkbox"/>
• Job Corps staff market One-Stop services?	<input type="checkbox"/>	<input type="checkbox"/>
• Job Corps included on One-Stop intake form?	<input type="checkbox"/>	<input type="checkbox"/>
• Job Corps staff participate in One-Stop orientations to describe Job Corps services?	<input type="checkbox"/>	<input type="checkbox"/>
• Job Corps staff help at One-Stop reception desk?	<input type="checkbox"/>	<input type="checkbox"/>
• Job Corps staff provide information to Job Corps participants about One-Stop services?	<input type="checkbox"/>	<input type="checkbox"/>
• Job Corps staff provide youth with information about training resources available through One-Stop partner agencies?	<input type="checkbox"/>	<input type="checkbox"/>
Assessment		
• One-Stop staff provide initial assessment results to Job Corps?	<input type="checkbox"/>	<input type="checkbox"/>
• Job Corps assessment tools available to One-Stop staff?	<input type="checkbox"/>	<input type="checkbox"/>
Job Search and Placement		
• Job Corps staff orient Job Corps youth to placement services at One-Stop center?	<input type="checkbox"/>	<input type="checkbox"/>
• Job Corps have access to One-Stop placement services resources electronically?	<input type="checkbox"/>	<input type="checkbox"/>
• Job Corps staff arrange for youth to attend One-Stop workshops?	<input type="checkbox"/>	<input type="checkbox"/>
• One-Stop workshop slots reserved for Job Corps youth?	<input type="checkbox"/>	<input type="checkbox"/>
• One-Stop staff share job leads with Job Corps?	<input type="checkbox"/>	<input type="checkbox"/>
• Job Corps staff share job leads with One-Stop?	<input type="checkbox"/>	<input type="checkbox"/>

Program Performance Information

Yes No

- Job Corps provide One-Stop with performance information?

Information about availability of supportive services

- One-Stop provide Job Corps with information about local supportive services?
- Job Corps involved in other One-Stop Services?

II. METHODS OF REFERRAL (REQUIRED BY WIA)

- Characteristics of youth to be referred to Job Corps by One-Stop:

- Characteristics of youth to be referred to One-Stop by Job Corps:

- WIA youth programs

- WIA adult programs

- Other One-Stop youth program

- How referrals will be made

Yes No

- Telephone

- E-mail

- | | Yes | No |
|--|--------------------------|--------------------------|
| <ul style="list-style-type: none"> - Referral form <hr/> <hr/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <ul style="list-style-type: none"> - Scheduling appointments <hr/> <hr/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <ul style="list-style-type: none"> • Who will be the point of contact for referrals? <ul style="list-style-type: none"> - One-Stop point of contact <hr/> <hr/> - Job Corps point of contact <hr/> <hr/> | | |
| <ul style="list-style-type: none"> • How referrals be will followed up <ul style="list-style-type: none"> - Referral form <hr/> <hr/> - Telephone report <hr/> <hr/> - E-mail report <hr/> <hr/> | Yes | No |
| | <input type="checkbox"/> | <input type="checkbox"/> |
| | <input type="checkbox"/> | <input type="checkbox"/> |
| | <input type="checkbox"/> | <input type="checkbox"/> |

**III. FUNDING OF ONE-STOP SERVICES AND OPERATING COSTS
(REQUIRED BY WIA)**

- | | Yes | No |
|--|--------------------------|--------------------------|
| <ul style="list-style-type: none"> • Use of One-Stop resources by Job Corps <ul style="list-style-type: none"> • Will OAP staff be located at One-Stop center? | <input type="checkbox"/> | <input type="checkbox"/> |
| <ul style="list-style-type: none"> - How many staff? <hr/> <hr/> | | |
| <ul style="list-style-type: none"> - What days? <hr/> <hr/> | | |
| <ul style="list-style-type: none"> - What hours? <hr/> <hr/> | | |
| <ul style="list-style-type: none"> - What office space will Job Corps staff use? <hr/> <hr/> | | |

-
- What is Job Corps share of One-Stop facilities costs?

Yes **No**
 - Will Job Corps staff use One-Stop equipment and supplies?
 - For what equipment and supplies will Job Corps be directly charged?

 - At what rate?

 - What is Job Corps's share of shared equipment costs?

Yes **No**
 - Will Job Corps pay other shared costs?
 - How is Job Corps' share of these costs determined?

Yes **No**
 - Will Job Corps provide staff for One-Stop operations?
 - What staff?

 - How many hours?

Yes **No**
 - Will One-Stop use Job Corps facilities?
 - Which facilities?

 - What hours?

Yes **No**
 - Will costs be shared?

IV. DURATION AND PROCEDURES FOR AMENDING MOU (REQUIRED BY WIA)

- How long will the agreement between One-Stop and Job Corps last?

- How will the agreement be amended?
 - Who can request an amendment?

 - How is a request for amendment made?

 - When can the agreement be amended?

 - Who is required to sign the amendment (e.g., Job Corps and the WIB, all One-Stop partners who signed original agreement)?

V. CO-ENROLLMENT PROCEDURES (OPTIONAL)

- | | Yes | No |
|--|--------------------------|--------------------------|
| ● Will Job Corps co-enroll youth in One-Stop programs? | | |
| – Employment service | <input type="checkbox"/> | <input type="checkbox"/> |
| – WIA adult programs (e.g. community colleges, community-based organizations (CBOs)) | <input type="checkbox"/> | <input type="checkbox"/> |
| – WIA youth programs (e.g. secondary education programs, school districts, CBOs) | <input type="checkbox"/> | <input type="checkbox"/> |
| – School-to-work initiatives (e.g. school districts, community colleges) | <input type="checkbox"/> | <input type="checkbox"/> |
| – Other vocational programs (e.g. private post secondary training programs, CBOs) | <input type="checkbox"/> | <input type="checkbox"/> |
| – GED programs (e.g. school districts, community colleges) | <input type="checkbox"/> | <input type="checkbox"/> |
| – Support service agencies (e.g. welfare, housing agencies) | <input type="checkbox"/> | <input type="checkbox"/> |
| ● How will eligibility information of co-enrolled youth be shared?

_____ | | |
| ● When should enrollment in other programs occur: before, during, or after Job Corps services?

_____ | | |
| ● What services will be provided to co-enrolled customers by Job Corps?

_____ | | |

- What services will be provided to co-enrolled customers by One-Stop?

- How will case management information be shared?

- How will outcome information be tracked?

- What are the performance expectations for outcomes for co-enrolled customers?

VI. CONFIDENTIALITY OF INFORMATION (OPTIONAL)

- To which One-Stop partner(s) will Job Corps provide information about Job Corps participants?

- From which One-Stop partner(s) will Job Corps obtain information about Job Corps participants?

- Under what circumstances will information be shared?

- Who will be authorized to have access to shared information?

- How will access to shared information be limited to authorized staff?

- How will adult Job Corps participants give their informed consent for sharing information?

- How will parents of minor children give their informed consent for sharing information?

VII. JOB CORPS PARTICIPATION IN ONE-STOP MANAGEMENT AND STAFFING (OPTIONAL)

- Job Corps role in One-Stop management

- Will Job Corps management be on One-Stop management team?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

- What will Job Corps' role be in One-Stop management?

- Attend management meetings; how often?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

- Will Job Corps staff have a role in One-Stop operations?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

- Will Job Corps staff perform any shared functions (e.g., staff intake desk, One-Stop orientations, resource room)?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

- Which staff?

- How many hours per week?

- Procedures to cross train Job Corps and One-Stop staff in each other's program.

- Procedures for Job Corps and One-Stop staff to communicate with each other (e.g., e-mail, voice mail, MIS linkages).

IV. EXAMPLES OF MOUS BETWEEN JOB CORPS AND ONE-STOP SYSTEMS

Attached are examples of five WIA MOUs that have been developed between Job Corps and One-Stop systems and a state MOU template that guides local areas in developing appropriate MOUs. A brief overview of each example MOU is provided below.

A. Sacramento Job Corps Center and Sacramento Works Career Center, Franklin

This umbrella MOU illustrates how agreements with different One-Stop partners can be reflected in a single MOU. It identifies the overall goals of the One-Stop center (Section 3) and general agreements that pertain to all partners. The specific agreements about the One-Stop services each partner will provide are listed in Section 6. This section specifies that Job Corps staff will be co-located at the center and indicates Job Corps' role in providing One-Stop services.

B. Miami Job Corps Center and Miami-Dade and Monroe Counties One-Stop System

This MOU illustrates the approach of developing a separate MOU with each One-Stop partner. Although all the specific agreements have not yet been finalized, the MOU identifies themes of the WIA legislation that will guide the One-Stop partnership. This MOU also delineates the provisions that will apply to all partners, such as partners' role in management of the One-Stop system, the use of a joint client data system, and the collection of customer satisfaction information. This MOU stresses the process of "continuous improvement" by indicating that each partner will participate in the review of the One-Stop system and the development of improvements. Specific agreements related to cost sharing and the role of the Miami Job Corps Center will be added later.

C. IndyPendence Career Development Center/Job Corps and the Marion County One-Stop

This MOU illustrates a separate MOU between the WIB and Job Corps. The MOU briefly addresses each of the elements required by WIA. It indicates which services will be provided by One-Stop and which by Job Corps. The cost sharing agreement explicitly indicates what facilities and operating costs are covered by One-Stop. A brief statement of the mutual referral agreements is included, as are sections

addressing the duration of the MOU and procedures for amendments. The MOU also specifies co-enrollment procedures and the responsibilities of Job Corps and One-Stop for their mutual customers.

D. DESI OAP and Florida Crown Workforce Development Board

This separate MOU between One-Stop and Job Corps OAP specifies general agreements that pertain to all One-Stop partners and includes attachments pertaining to the specific agreements with Job Corps. The general agreements emphasize several WIA principles, including the provision of “no wrong door,” universal access to services, and seamless services. Specific agreements indicate that OAP staff will be co-located part-time at the One-Stop center at no cost to Job Corps.

E. Texas Educational Foundation OAP and Golden Crescent Workforce Center, Texas

This separate MOU between TEF OAP and a One-Stop system includes all the elements required by WIA. It also ties many of the provisions to the themes of the WIA legislation. It specifies that the One-Stop system will make office space available part-time and includes Job Corps in its marketing materials so that Job Corps services will be available to those who need it. This MOU also includes agreements to cross-train staff to ensure seamless services for customers.

F. New York State MOU Template

Many states have developed templates for their local areas to use in developing MOUs. New York State’s MOU template, along with guidelines for completing an MOU, is included in this *Toolkit* as an example of what an extensive umbrella MOU might entail. It strongly emphasizes developing accountability mechanisms and making systematic referrals among One-Stop partners.

EXAMPLE A – SACRAMENTO

Memorandum of Understanding (MOU)

SACRAMENTO WORKS CAREER CENTER

FRANKLIN

7000 Franklin Blvd., Suite 540

Sacramento, CA 95823

1. Purpose

The purpose of this Memorandum of Understanding, hereinafter referred to as MOU, is to establish a cooperative working relationship between the parties and to define roles and responsibilities of all interested parties with respect to implementation of a One-Stop Career Center Project.

2. Parties to this MOU

The parties to this MOU include the following:

A. Host Agency/Primary Service Party:

1. Sacramento Employment & Training Agency, hereinafter referred to as SETA.

B. Primary Service Parties:

1. State of California. Employment Development Department, hereinafter referred to as EDD
2. County of Sacramento, Department of Human Assistance, hereinafter referred to as DHA
3. Sacramento City Unified School District, Skills & Business Education Center/STEP Program, hereinafter referred to as SCUCD

C. Secondary Service Parties:

1. Community Connection Resource Center, Inc., hereinafter referred to as CCRC
2. Lutheran Social Services of Northern California, Inc., hereinafter referred to as LSS
3. Sacramento County Office of Education, hereinafter referred to as SCOE

4. Sacramento Job Corps Center, hereinafter referred to as SJCC
5. State of California, Department of Rehabilitation, hereinafter referred to as DR

It is understood that other parties may be added to this MOU in the future.

3. Goals of the One-Stop Career Center

The goals of the One-Stop Career Center, hereinafter referred to as "Center", are:

- To streamline the provision of employment and related services to the community
- To work together and continue on a long-term basis for the good of the community
- To be focused on clients, job/education/training seekers, and employers as customers
- To integrate authority and responsibility for delivering employment and training services
- To deliver an environment that is rich with information about where jobs are and what is needed to obtain employment
- To provide services to the customer rather than programs
- To be designed for continuous improvement in all its services and functions
- To obtain efficiencies that are currently not available through continuous improvement and integration of services

4. Term

The term of this MOU shall commence on July 1, 1998 and end on June 30, 2000, shall be binding upon each party hereto upon execution by such party, and shall be automatically renewed thereafter on a year-to-year basis, unless any party gives notice of non-renewal at least thirty (30) days prior to an anniversary date.

5. Agreements

It is mutually agreed and understood by and between the parties that:

- A. This MOU is neither a fiscal nor a funds obligation document. Specific studies, activities, programs or projects which involve the transfer or expenditure by any party of any money, services or property will require execution of separate agreements or contracts. Each subsequent agreement or arrangement involving the transfer of

- money, services or property between the parties to this MOU must comply with all applicable statutes and regulations.
- B. Nothing herein shall be construed as obligating the parties to expend funds or be construed as involving the parties in any contract or other obligation for the future payment of money in excess of appropriations authorized by law and administratively allocated for these purposes.
 - C. This MOU shall be governed by and construed in accordance with the laws of the federal government and the State of California.
 - D. During the performance of this MOU, the parties shall not discriminate against any person because of race, color, religion, sex, national origin, ancestry, physical or mental disability, medical condition, marital status or sexual orientation. The parties also agree to abide by the provisions of Executive Order 11246 on nondiscrimination and, accordingly, will take affirmative action to ensure that applicants are employed without regard to their race, color, religion, sex, disability or national origin.
 - E. This MOU in no way restricts any of the parties from participating in similar activities or arrangements with other public or private agencies, organizations, or individuals.
 - F. The parties agree to utilize the Sacramento Works Career Center logo developed by SETA on buildings identified for one-stop usage, letterhead, envelopes, business cards, any written correspondence and fax transmittals.
 - G. For designation as either a primary or secondary service party, the party must agree to each of the following conditions:
 - 1. Primary Service Party:
 - a. Have staff co-located at the one-stop career center for a specific number of agreed-upon hours per week
 - b. Participate in weekly orientation
 - c. Participate in core services
 - d. Participate as worker of the day six to eight (6-8) hours per week
 - e. Have a permanent or rotating workstation
 - f. Participate in weekly staff meetings and training

2. Secondary Service Party:
 - a. May participate in weekly orientation
 - b. Are not co-located at the one-stop site but are available, as needed
 - c. Usually do not participate in core services
 - d. Usually are not worker of the day
 - e. Do not have a workstation
 - f. Do not participate in weekly staff meetings and training
- H. Core services consist on the following:
1. For Job Seekers:
 - a. Resource information and directory of available community employment and training and social services
 - b. Orientation and eligibility screening for all parties
 - c. Employability assessment and career planning assistance
 - d. Job service and employment information including, but not limited to:
 - ➔ Job search services
 - ➔ Workshops
 - ➔ Internet access to job resources
 - ➔ CalJOBS
 - ➔ Sacramento Works Employment Referral System (SWERS)
 - e. Labor market information
 - f. Intake and enrollment assistance for employment and training and education programs
 - g. Access to social service supports including counseling, health programs and substance abuse intervention programs
 - h. Access to child care subsidy and/or Head Start programs
 - i. Fast Track Job Club/Job Search Workshops
 - j. Computer literacy training

- k. Family self-sufficiency and life skills workshops
 - l. Welfare-to-Work industry-specific training
 - m. Access to summer youth employment training programs
 - n. Co-enrollment and case management in intensive vocational and on-the-job training programs
2. For Employers:
- a. Directory of services
 - b. Recruitment, orientation and referral of qualified job seekers to job vacancies
 - c. Job service and employment information including, but not limited to:
 - ➔ Internet access to job resources
 - ➔ CalJOBS
 - ➔ Sacramento Works Employment Referral System (SWERS)
 - d. Resource referral
 - e. Labor market information
 - f. Connection to economic development resources
 - g. Rapid response and plant closure assistance

6. Services To Be Provided

- A. SETA, the host agency, agrees to:
- 1. Act as host agency for the Sacramento Works Career Center, Franklin.
 - 2. Provide full-time site supervisor (salary and benefits to be paid by SETA) who is responsible for supervision of co-located career center staff.
 - 3. Provide work space, rent free, for all co-located staff to include lobby, resource center, individual counseling cubicle(s), and five (5) classroom(s).
 - 4. Coordinate and schedule access of co-located staff to lobby, resource center, five (5) classroom(s), conference room, multi-purpose cubicle(s), computer lab(s), and employer interview room(s) on an as-needed and scheduled basis.

5. Co-locate/coordinate the services of ten (10) non-supervisory staff (salary and benefits to be paid by SETA) to provide the following services:
 - a. Initial training/employment assessments, Job Training Partnership act (JPTA) and Community Services Block Grant (CSBG) eligibility certification, case management services, clerical assistance, receptionist duties, and referrals to other employment service agencies and/or appropriate one-stop parties.
 - b. Coordinate and schedule staff when needed.
 - c. Training in career center policies and procedures for all co-located staff.
 - d. Furniture operational equipment, supplies and supportive services to support the career center.
 - e. Purchase of resource material (to include brochures about Head Start/Early Head Start services), computers, and software for career center.
 - f. Electronically link one-stop site to wide area network and/or Internet. Use of the Internet and other electronic communication must comply with the rules and regulations of SETA.
 - g. Assure that translation services shall be available, as needed.
 - h. At those career center sites where staff from the SETA Head Start Division are co-located, the following additional services will be provided:
 - i. Participate in weekly orientation.
 - ii. Provide customers and co-located staff with Head Start/Early Head Start general information and assist those customers wishing to enroll in all Head Start programs.
 - iii. Provide eligible customers access to Head Start-sponsored, college-accredited Early Childhood Education (ECE) classes.
 - iv. Identify and assist Head Start/Early Head Start parents seeking job training and/or employment to access career center services.
 - v. Participate in staff training applicable to implementation of career center service delivery.

Job Title	# of Positions	Hours per Week (Approximate)
Community Service Specialist	1	40
Employment Service Specialist	6	40
Typist Clerk II	1	40
Typist Clerk III	1	40
Neighborhood Services Coordinator	1	40

6. Should the career center become a participant in the Individual Training Account (ITA) Project, the site supervisor will:
 - a. Participate, along with SWCC staff assigned to the project, in all scheduled ITA training sessions and/or meetings.
 - b. Designate SWCC staff who will provide assessment, case management, job search assistance and referrals of eligible individuals to those vendors on SETA's list that provide basic/remedial education and/or occupational skills training.
 - c. Review, prior to submission to the ITA Oversight Team for approval, all training requests submitted by case managers, taking into account: 1) reasonableness of training cost; 2) length of training; 3) location; 4) the vendor's proven effectiveness; and 5) that training is appropriate as documented in the Individual Service Strategy Plan (ISSP)/Individual Readjustment Plan (IRP).
 - d. Ensure, prior to submission to SETA's information Systems (IS) Division, that all IS documents prepared by the case manager are completed correctly and in a timely manner.
 - e. Ensure that all funds obligated by the case manager pursuant to the USSP/IRP are reported to SETA's Fiscal Division in accordance with established SETA policies and procedures.
 - f. If needed, assist case manager(s) and customer(s) in resolving any issues or complaints.
 - g. Conduct regular meetings with assigned case manager(s) to: 1) review files, training requests, and ISSP's/IRP's; and 2) determine that "Best Practices" are being utilized.

- h. Adhere to a standard form monthly report format and provide information to the ITA Oversight Team which may include the following:
 - i. Number of training referral;
 - ii. Obligated/actual costs;
 - iii. Number of placements, identifying those that are training-related;
 - iv. Wage at placement;
 - v. Education/skills acquired through training;
 - vi. Job retention statistics; and/or
 - vii. Customer satisfaction information
- i. Ensure that job placement services and continuous follow-up services are conducted.
- j. Participate in the final evaluation and follow-up of the ITA Project.

B. EDD agrees to:

- 1. Co-locate/coordinate the services of one (1) staff; salary and benefits to be paid by EDD.

Job Title	# of Positions	Hours per Week (Approximate)
Employment Program Representative	1	40

- 2. Train non-EDD staff in EDD processes.
- 3. Provide access, directly or through EDD employees, to all job orders in the CalJOBS automated system.
- 4. Participate in multi-disciplinary services.
- 5. Provide access to EDD's Youth Employment Opportunity Program (mentorship program and paid mentor positions).
- 6. Provide clients and staff with brochures and general information about how to file for unemployment insurance benefits using the Telephone Claims Filing (TCF) system.

C. DHA agrees to:

1. Co-locate/coordinate the services of four (4) staff; salary and benefits to be paid by DHA.

Job Title	# of Positions	Hours per Week (Approximate)
Employment Services Specialist	4	40

2. Provide information and referrals for:
 - ➔ CalWORKs Program
 - ➔ Food Stamps
 - ➔ Medi-Cal Assistance
 - ➔ General Assistance
3. Assess center-s clients' needs for other types of services or interventions for the following:
 - ➔ Food
 - ➔ Emergency Housing
 and provide information and referral service to those agencies providing these services.
4. Provide orientation training to co-located staff regarding public assistance and other programs administered by the DHA.

D. SCUSD agrees to:

1. Coordinate the services of three (3) staff; salary and benefits to be paid by SCUSD.

Job Title	# of Positions	Hours per Week (Approximate)
Instructor	3	16

2. Provide computer literacy training.
3. Provide job search service and employment information.
4. Conduct self-screening for STEP program suitability.
5. Conduct G.E.D. assessment workshops.

6. Provide job match and job placement services.

E. CCRC agrees to:

1. Coordinate the services of one (1) staff; salary and benefits to be paid by CCRC.

Job Title	# of Positions	Hours per Week (Approximate)
Counselor	3	10

2. Conduct life skills development workshops for Welfare-to-Work/TANF-eligible women.
3. Provide career counseling and pre-employment information.

F. LSS agrees to:

1. Coordinate the services of one (1) staff; salary and benefits to be paid by LSS.

Job Title	# of Positions	Hours per Week (Approximate)
Instructor	1	6

2. Monitor Florin Road Partnership Job Source "Hot Line."
3. Coordinate Placement services for Job Corps students (past and present) through the utilization of career center resources and co-located parties.
4. Provide career center clients with access to Job Corps Admissions Counselor and information on qualifying for the Job Corps program.
5. Participate in the new customer orientation process weekly to share Job Corps' mission as a co-located party.
6. Provide referrals to customers who do not qualify for the Job Corps program.

I. DR agrees to:

1. Coordinate the services of three (3) staff; salary and benefits to be paid by DR.

Job Title	# of Positions	Hours per Week (Approximate)
Counselor	3	10

2. Maintain liaison with the Sacramento Works Career Center, Franklin, as determined by DR.
 3. Provide information to prospective applicants and community agencies about DR eligibility, order of selection, vocational rehabilitation services, information and referral and ADA.
 4. Provide appropriate individualized vocational rehabilitation services as outlined in consumer's Individualized Written Rehabilitation Program to new consumers who are eligible for services and whose severity of disability is within priority categories.
 5. Continue to provide input in the program design to ensure the needs and services of persons with disabilities are addressed.
7. **License for Use**

During the term of the MOU, host agency agrees that all other parties to this MOU shall have a license to use all of the space referenced in Paragraph 6 above for the sole purpose of conducting acceptable one-stop services as outlined herein. This license may be terminated at any time by any party upon giving three (3) months written notice to all other parties.

8. **Supervision**

The day-to-day supervision of staff assigned to the Center will be the responsibility of the Site Supervisor. The original employer of staff assigned to the Center would continue to set the priorities of its staff. Any change in work assignment or any problems at the worksite would be handled by the Site Supervisor and the management of the original employer.

The office hours for the staff at the Sacramento Works Career Center, Franklin, will be Monday through Friday, 8:00 a.m. to 5:00 p.m. All staff will comply with the holiday schedule of their primary employer and will provide a copy of their holiday schedule to the host agency at the beginning of each fiscal year.

Disciplinary actions may result in removal of co-located staff from the host agency and each party will take appropriate action.

9. Employee Relationships

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally-required employee benefits. In addition, each party shall be solely responsive and save all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

10. Independent Contractor Status

The parties hereto agree that the relationship established by this MOU is that of independent contractors. It is expressly understood and agreed that this MOU is not intended and shall not be construed to create the relationship of agent, servant, employee, partnership, joint venture or association between parties. Each party will be responsible for providing its own salaries, payroll taxes, withholding, insurance, workers' compensation coverage and other benefits of any kind, as required by law, for its own employees.

11. Method for Dispute Resolution

The parties agree to try to resolve policy or practice disputes at the lowest level starting with the site supervisor and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of both the host agency and respective staff employer for discussion and resolution.

12. Confidentiality

Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

13. Modifications

This MOU constitutes the entire agreement between the parties hereto and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual

consent of all parties, by the issuance of a written amendment, signed and dated by all parties.

14. Termination

The parties understand that implementation of the One-Stop Career Centers is dependent on everyone's good faith effort to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more parties to cease being a party to this MOU, that said party(ies) shall notify the other parties, in writing, thirty (30) days in advance of that intention. The other parties shall then determine how to replace or offset the loss of participation and resources to the Center. Termination by one or more of the parties to this MOU does not alter the terms or obligations of the other parties to this MOU.

15. Press Releases and Communications

Parties shall include all other parties when communicating with the press, television, radio or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, in all communications, each party shall make specific reference to all other parties.

16. Notices

All MOUs, amendment(s) to MOUs and license agreements requiring signatures shall be delivered, via SETA courier or by deposit in the United States mail, first-class postage prepaid, addressed to the designated contact person at the address set forth in Paragraph 19. All other notices to be given to any of the parties under this MOU shall be given by deposit in the United States mail, first-class postage prepaid, addressed to the applicable party at the address set forth below the signature of each party to this MOU or by personal service. Notices given by mail shall be deemed served three (3) days after deposit in the United States mail, or when received, whichever is sooner.

17. Insurance

Each party hereto acknowledges and understands that the State of California has elected to be insured for its general liability through a self-insurance program. Departments of the State of California are covered by a self-insured plan for general liability administered by the State Attorney General's office. All other parties agree to maintain in full force and effect during the term of this MOU and any extension thereof, commercial general liability insurance, or self-insurance, with limits of not less than \$1,000,000 single limit coverage per occurrence for bodily injury, personal injury and property damage. Upon request from any other party, a party shall provide an appropriate certificate evidencing such insurance, or self-insurance, to the requesting party.

18. Hold Harmless/Indemnification

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in Paragraph 2 of this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorneys fees, under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorneys fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

19. Contact Persons

Party	Name & Address of Contact Person (List only one (1) – refer to Paragraph 17)	Phone/Fax Numbers
SETA Host Agency	Elvina Carrington Sacramento Employment & Training Agency 7000 Franklin Blvd., Suite 540 Sacramento, CA 95823	Phone: 262-3217 Fax: 262-3202
EDD	Donna McQuaid, Manager EDD Job Services Sacramento County 2901 50 th Street Sacramento, CA 95817	Phone: 227-0206 Fax: 227-0211
DHA	Jackie Hood County of Sacramento Department of Human Assistance 2427 Marconi Avenue, Suite 203 Sacramento, CA 95821	Phone: 875-3558 Fax: 875-3645
SCSUSD	Helen Westbury Sacramento City Unified School District 5451 Lemon Hill Sacramento, CA 95824	Phone: 433-2630 ext. 1054 Fax: 433-2635
CCRC	Cydney Turner Community Connection Resource Center, Inc. 1831 I Street Sacramento CA 95814	Phone: 552-5980 Fax: 442-6232
LSS	Barbara Taylor Lutheran Social Services of Northern California, Inc. 2980 35 th Street Sacramento, CA 95817	Phone: 453-2900 Fax: 453-2904
SCOE	Christina Romero Sacramento County Office of Education 3649 Femoyer Mather, CA 95655	Phone: 228-3990 Fax: 228-2428
SJCC	Yollette Barnes Sacramento Job Corps Center 3100 Meadowview Road Sacramento, CA 95832	Phone: 262-1588 Fax: 262-2061 262-3989 (Mather)
DR	John Ruiz State of California, Department of Rehabilitation 7000 Franklin Blvd, Suite 625 Sacramento, CA 95823-1840	Phone: 262-1588 Fax: 262-2061

20. Signatures

THEREFORE, the Parties have executed this MOU.

SACRAMENTO
EMPLOYMENT AND TRAINING AGENCY
(SETA)

Dated: _____, 19__

BY: _____
(Signature of Authorized Officer)

Kathy Kossick
Executive Director .
(Name and Title of Authorized Officer)
1217 Del Paso Blvd. .
(Address)
Sacramento, CA 95815-3608 .
(City, State, Zip Code)

STATE OF CALIFORNIA
EMPLOYMENT DEVELOPMENT DEPARTMENT .
(Legal Name of Party)

Dated: _____, 19__

BY: _____
(Signature of Authorized Officer)

Donna McQuaid, Manager
EDD Job Services
Sacramento County .
(Name and Title of Authorized Officer)
2901 – 50th Street .
(Address)
Sacramento, CA 95817 .
(City, State, Zip Code)

COUNTY OF SACRAMENTO .
(Legal Name of Party)

Dated: _____, 19__

BY: _____
(Signature of Authorized Officer)

Cheryl S. Davis, Director
Department of Human Assistance .
(Name and Title of Authorized Officer)
2433 Maconi Avenue .
(Address)
Sacramento, CA 95815 .
(City, State, Zip Code)

SACRAMENTO CITY
UNIFIED SCHOOL DISTRICT

(Legal Name of Party)

Dated: _____, 19__

BY: _____
(Signature of Authorized Officer)

Laura Bruno, Chief Financial Officer _____
(Name and Title of Authorized Officer)

520 Capitol Mall _____
(Address)

Sacramento, CA 95814 _____
(City, State, Zip Code)

COMMUNITY CONNECTION
RESOURCE CENTER, INC.

(Legal Name of Party)

Dated: _____, 19__

BY: _____
(Signature of Authorized Officer)

Louise E. Fvock, MPA, Executive Director _____
(Name and Title of Authorized Officer)

4080 Centre Street, Suite 104 _____
(Address)

San Diego, CA 92103 _____
(City, State, Zip Code)

STATE OF CALIFORNIA, DEPARTMENT OF
REHABILITATION, SACRAMENTO DISTRICT

(Legal Name of Party)

Dated: _____, 19__

BY: _____
(Signature of Authorized Officer)

Brenda Brent, District Administrator _____
(Name and Title of Authorized Officer)

2225 19th Street _____
(Address)

Sacramento, CA 95818-1609 _____
(City, State, Zip Code)

LUTHERAN SOCIAL SERVICES OF
NORTHERN CALIFORNIA, INC _____
(Legal Name of Party)

Dated: _____, 19__

BY: _____
(Signature of Authorized Officer)

Barbara Taylor, Program Manager _____
(Name and Title of Authorized Officer)

2980 35th Street _____
(Address)

Sacramento, CA 95817 _____
(City, State, Zip Code)

SACRAMENTO COUNTY
OFFICE OF EDUCATION _____
(Legal Name of Party)

Dated: _____, 19__

BY: _____
(Signature of Authorized Officer)

David P. Meaney, Ed. D.
Superintendent of Schools _____
(Name and Title of Authorized Officer)

9738 Lincoln Village Drive _____
(Address)

Sacramento, CA 95827-3399 _____
(City, State, Zip Code)

SACRAMENTO JOB CORPS CENTER _____
(Legal Name of Party)

Dated: _____, 19__

BY: _____
(Signature of Authorized Officer)

Larry Deisler, Center Director _____
(Name and Title of Authorized Officer)

3100 Meadowview Rd. _____
(Address)

Sacramento, CA 95832 _____
(City, State, Zip Code)

APPROVED AS TO FORM:

Dated: _____, 19__

Legal Counsel to SETA

EXAMPLE B - MIAMI

Memorandum of Understanding (MOU)

PURPOSE

This Memorandum of Understanding (MOU) is entered into between the Jobs and Education Partnership Regional Board for Miami-Dade and Monroe Counties, the South Florida Employment and Training Consortium, and _____ (hereinafter referred to as "Partner Agency") to set forth the understandings that govern the partnership of entities participating in the Region 23 One-Stop Career Center System.

The purpose of this MOU is to set forth the partners' understandings of their respective roles and responsibilities for implementation of the provisions of section 121(c)(2) of Title I of the Workforce Investment Act of 1998. The cornerstone of the Act is its one-stop customer service delivery system. The one-stop system assures coordination between the activities authorized in and linked to this Act.

Various agencies provide specific and diverse employment and training services at and from varying locations in Miami-Dade and Monroe Counties, Florida. In order to provide such services in a way that better serves the customers who benefit from such services, the local area partners deem it appropriate to agree and cooperate with each other for the establishment and operation of a one-stop career center system for the two-county area.

It is believed that a one-stop career center system will provide for an integrated delivery of employment and training services for those in the two-county area seeking to benefit from such services, as well as assisting in providing labor market information, job listings, technology to broaden services and resources, easier access to training, and quality assurances for the customer.

The one-stop system will allow for coordinated points of entry to employment and training programs, providing a "no wrong door" approach to service delivery. Anyone desiring services will have access to core employment related services maximizing consumer choice.

Changes in the labor market have made it incumbent upon agencies and institutions associated with employment, training and education to better coordinate services in general, and particularly, to focus on the one stop career center system. These centers and associated access points will provide convenient access and customer focused services for individuals seeking to enter the workforce.

The purpose of this agreement is to promote maximum cooperation and operational collaboration among the one-stop partners who agree to share information and services that are necessary to **best serve the** system's customers and help them achieve their goal of employment and career advancement.

This agreement is intended to set forth the general conditions under which and by which the various agencies will participate and contribute to the establishment and operation of the one-stop system.

Example B - Miami

By means of this agreement, over time, it is expected that this collaboration will enable the partners to establish joint processes and procedures that will enable partners to integrate the current service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to Miami-Dade and Monroe Counties.

Parties to this document shall coordinate and perform the activities and services describe herein within the scope of legislative requirements governing the parties' respective programs, services, and agencies.

INTRODUCTION

The Jobs and Education Partnership Regional Board and the South Florida Employment and Training Consortium, on behalf of the Region 23 One-Stop Career Center System, and "Partner Agency" enter into this agreement to ensure that the following principles of the Workforce Investment Act of 1998 are implemented.

- Universal Access: All customers, including those with special needs and barriers to employment, will have access to a core set of services at each access point in the Region 23 One-Stop Career Center System, designed to provide information to make career and labor market decisions. Core and intensive services will be made available at multiple locations. Training and support services will be accessed through initiating transactions at these access points.
- Integrated Services: Delivery of services will be enhanced through the integration of planning processes, the coordination of activities and services, and the sharing of information and participant data.
- Individual Choice: Customers will have choices in the mechanisms through which to access services and in the services themselves, based on their individual needs and preferences. Customers will have access to a multitude of career, skill, employment and training information to obtain the services and skills they need to enhance their employment opportunities.
- Program Quality/Accountability: Design and management of the centers and delivery of services will be responsive to the needs of customers, and customer satisfaction will be a key measure of accountability.

The establishment of a system of one-stop career centers and access points is designed to accomplish the following:

- To facilitate the coordination of resources so as to eliminate unwarranted duplication of services, reduce administrative costs, and enhance participation and performance of customers served through the system.
- To establish guidelines for creating and maintaining a cooperative working relationship, to facilitate joint planning and evaluation of services, and to develop more efficient management of limited financial and human resources.

- To build a workforce development system that will dramatically upgrade Floridians' workplace skills, economically benefiting the workforce, employers, and the state.

PARTNERSHIP PROVISIONS

The partners through continued cooperation will demonstrate partnership and participation in the one-stop system that has been developed in Miami-Dade and Monroe Counties.

It is the intent of "Partner Agency" to participate in the One-Stop Career Center System as a system partner. In so doing, "Partner Agency" agrees to the following:

- A one-stop delivery system will be available to our customers for self-service or assisted service with access to the range of labor market and career development services. Both electronic access and personal service delivery choices will be available to assist customers.
- All partners will participate in an integrated intake, referral, and client tracking system operating through the one-stop delivery system subject to confidentiality constraints.
- Technology and client information will be jointly shared with other system partners, subject to confidentiality constraints and other program limitations.
- All partners will participate in the development of the one-stop system's procedures, policies, and operational agreement.
- The partners shall share in the governance and management of the one-stop system through their participation in the governance structure provided by the JEP One-Stop Committee. Each one-stop partner shall provide a representative to the Jobs and Education- Partnership Regional Board which shall, through its One-Stop Committee, in partnership with the South Florida Employment and Training Consortium, carry out a joint planning process to assist the partners in identifying the needs of the local workforce and the business community, and help set priorities for services based on those needs. Through the One-Stop Committee, each one-stop partner shall participate in overseeing the management of the operation of the one-stop system.
- All partners will participate in a process of program review and continuous improvement to offer the best possible services and seize opportunities for further integration.
- To assure that services are responsive to the needs of the community, partners will survey system customers to obtain feedback on customer satisfaction. All partners will send representatives to participate in the meetings of the JEP One Stop Committee that will function as a Continuous Improvement Committee, sharing evaluative data and customer feedback to help improve the functioning of the one-stop system.

Example B - Miami

- Functions of separateness mandated by state statute or public law will not be violated or abridged in the pursuit of operating the one-stop delivery system.
- To insure seamless service delivery, each partner agrees to provide program information to the system's automated database, to provide training to other partners in the system, to have staff attend training offered by other system partners, and to have staff actively participate in staff meetings pertinent to the operation of the one-stop system.
- All partners will jointly negotiate processes for client flow, assessment, case management, job development, referrals and placements, tracking of services, customer follow up, staff capacity building, space requirements, standards of operations, and resolution of disputes with other system partners.
- Partners will share in the operational cost of the one-stop system in a prorated manner to be negotiated and subsequently to be specified in Attachment A to this Agreement, Cost Sharing [Resource Sharing Agreement.

The terms of this participation and partnership are included with this MOU as attachments as follows:

- Attachment A: Cost Sharing/Resource Sharing

Each partner must contribute a fair share of the operating costs based on the use of the one-stop delivery system by individuals attributable to the partner's program. Attachment A, to be added to the MOU after negotiations are finalized prior to July 1st, shall delineate what resources the partners will make available to the system, provided in a way that will make it possible to determine the proportionate costs to be shared by each partner

- Attachment B: Scope of Work

Attachment B, to be added to the MOU after negotiations are finalized prior to July 1st, shall delineate the types of core, intensive, support, and training services that will be provided by the partner and how those services will be integrated into the one-stop system. A common application or pre-application formats and procedures, acceptable to all funding sources, will be developed. The intake process shall include a referral process to direct applicants to other one-stop partners for the receipt of needed services.

The scope of work shall include information regarding staffing patterns, hours, supervision, and specific services that will enhance the one-stop system.

- Attachment C: Release of Information Form

A universal release of information form is attached to this agreement for use within the one-stop system. All partners, in an effort to reduce the duplication to our customers, will use this form. All participant files and related information will be processed and maintained in accordance with

applicable federal, state, and local confidentiality policies. Information sharing of such specifics is allowed on a strict, professional need-to-know basis. Information exchanges will be permitted only after the organization/staff possessing the information cites the participant's authorization for the release of information, identifies the organization/staff requesting the information, determines that the organization/staff is authorized to receive the information, confirms that the organization/staff requires the information for official business purposes, and verifies that the other organization/staff will handle/maintain the information as confidential in nature. A detailed record of all information exchanges shall be maintained.

- Attachment D: Dispute/Grievance- Resolution

Should any disputes or grievances require resolution, the steps outlined in Attachment D shall be followed.

DURATION

This agreement shall commence on the date it is executed by all parties and shall continue to be in effect for a maximum of two years or through midnight, June 30, 2001 -whichever occurs sooner. Any party to the agreement may terminate the agreement by giving a sixty day written notice to the other parties.

AMENDMENTS

Amendments to this agreement may be made at any time provided the amendment is in writing, is agreed to by all parties to the agreement in writing, and is attached to the original MOU.

OVERSIGHT AND SUPPORT

Oversight and support for the MOU will be provided by the Jobs and Education Partnership Regional Board and the South Florida Employment and Training Consortium.

CERTIFICATION

By signing this agreement, all parties agree that the provisions contained herein are subject to all applicable federal, state, and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of records and other confidential information relating to one-stop customers.

By signatures affixed below, the parties specify their agreement.

Regional Workforce Development Board Chairman

Date

Chief Elected Official/SFETC Board Chairman

Date

One-Stop Partner Designee

Date

ATTACHMENTS A & B

COST SHARING/RESOURCE SHARING AGREEMENT PER PARTNER

SCOPE OF WORK PER PARTNER

These agreements will reflect in part the outcomes of funding decisions to be made as a result of a competitive procurement process that will be completed when the JEP and SFETC Boards make WIA funding allocations at their meetings of June 16th and June 18th. Agreements to be formalized in Attachments A and B per partner will be finalized and forwarded to the State prior to July 1st.

ATTACHMENT C

UNIVERSAL RELEASE OF INFORMATION FORM
ONE-STOP SYSTEM

Name _____ Soc. Security No. _____

Address _____ City _____ Zip _____

Home Phone _____ Work Phone _____ Other _____

Prior Names _____

I hereby authorize all partners in the One-Stop Career Center System for Miami-Dade and Monroe Counties to engage in verbal, written, facsimile, or computerized communication of information for the purpose of making me eligible for services or for identifying services or agencies to assist me. All pertinent records and information can be released, including those regarding past, present, or future information or records that may be needed for eligibility determination, monitoring, or follow-up purposes. This information may include, but shall not be limited to, educational records, public assistance records, credit history, health/physical status/records, income/employment information and vocational rehabilitation assessment or evaluation tools. It is my understanding that any information obtained by any partner in the one-stop system will be held in strict confidence. I am aware that any information will be used in my best interest to provide ease of access to services.

Signature of Customer

Date

Signature of Witness

ATTACHMENT D

DISPUTE/GRIEVANCE RESOLUTION

It is expected that the one-stop partners will function by consensus. In instances where consensus cannot be reached and the functioning of the one-stop system is impaired, those one-stop partners who are parties to the dispute shall submit to the following dispute resolution (complaint) procedures:

- If the partners are unable to resolve a dispute to the satisfaction of the members who are parties to the dispute, the complaint shall be submitted in writing to the JEP One-Stop Committee within 15 days of the initial dispute.
- The JEP One-Stop Committee shall evaluate the merits of the dispute and may attempt to resolve the dispute through mediation. However, in all cases, the One-Stop Committee shall prepare a response to the complaint within 30 days.
- If any party to the dispute is not satisfied with the decision of the JEP One-Stop Committee, the dispute shall be referred to a hearing panel, chosen by the parties to the dispute, for resolution. The panel shall be requested to make a determination within 30 days. The decision of the panel shall be final and binding on all parties to the dispute.

EXAMPLE C - INDIANAPOLIS

Entity and Resources Covered

Indydependence Career Development Center (ICDC) assists economically disadvantaged women between the ages of 16 and 24 become responsible and employable by providing them with opportunities to develop the vocational, educational and social skills needed to succeed in quality jobs. ICDC is operated by the Management and Training Corporation for the United States Department of Labor. Under the Workforce Investment Act of 1998, Job Corps is retained as a separate national program in Section 1, Title 1, Chapter 6.

Provision of Services

As a partner in the Marion County One-Stop system, ICDC will provide training slots to eligible applicants and/or enrollees in exchange for training space provided by the Workforce Investment Board (WIB). ICDC agrees to provide open ended enrollment consideration into training slots for female clients in accordance with Title 4 of the JTPA regulations.

ICDC will provide outreach materials to the One-Stop and will agree to conduct presentations at the Marion County One-Stop for interested and/or eligible individuals.

ICDC and the One-Stop will work jointly to keep the training site at full or surge enrollment or at an On-Board-Strength of one hundred (100) students.

The WIB reserves the right to pursue childcare service options, other than setting up and operating a facility solely to accommodate this agreement. The Marion County One-Stop will continue to assume the primary responsibility for facilitating child care; ICDC and the Marion County One-Stop will continue to collaborate to ensure that no applicant is denied access to training because of child care needs.

ICDC will agree to concurrently enroll all students with the Marion County One-Stop for the purposes of accessing appropriate services and sharing credits for outcomes. In addition, ICDC and the Marion County One-Stop agree to collaborate in the development of data collection procedures, which will satisfy the administrative needs of the WIB for co-enrollment information, with the understanding by both parties that client information must be protected in accordance with the Freedom of Information Act. ICDC will include the Marion County One-Stop in its "Consent for the Release of Information" to be signed by all new enrollees.

The contracted placement specialist will provide a tour of the Marion County One-Stop and overview of the services they provide to all new students during orientation. The placement specialist will enroll all students into employment services and train students to use One-Stop self access services. The placement specialist will also emphasize the importance of One-Stop services beyond placement (i.e. changing career choices, enhancing education and training).

It is the intent that ICDC use the resources of the Marion County Ono-Stop to secure placements for all trainees regardless of the recruitment source. In accordance with Job Corps mandates, ICDC agrees to provide in-house and contracted job placement services for all ICDC graduates and to provide a thirteen week follow-up on the retention of all clients placed, regardless of placement source.

It is the responsibility of ICDC to provide timely updates on the progress of co-enrolled students to the Marion County One-Stop. For the purposes of this agreement, a placement is a job placement in an unsubsidized job or an enhancement, which improves the enrollees chances of acquiring a job, such as the acquisition of a GED, or a vocational trade completion. ICDC will also provide documentation of all placements and 13 week follow-ups for graduates of the program.

ICDC agrees to maintain client records for three (3) years after the WIB submits its final expense report for this contract period to the Indiana Department of Workforce Development.

Operating Costs for the Local One-Stop System

The WEB agrees to provide full service training space in the Illinois Building, 17 West Market Street, Indianapolis, Indiana. ICDC will occupy 12,047 square *feet on* the fourth floor of the West Market Street building. ICDC will agree to provide Clerical Occupations, Retail Sales and Hospitality training, along with GED preparation and social skills training in this space. The value of the space provided by the WIB is estimated as \$237,680.

The WIB will provide ICDC access to a Centrex telephone system at a cost of twenty-eight dollars (\$28.00) per line per month, plus actual long-distance charges plus actual cost of moves, additions, or changes initiated by ICDC. This cost shall cover the cost of equipment routine maintenance, and routine training of staff. ICDC shall be billed not less than quarterly and agrees to pay such billings within forty-five (45) days from receipt of invoice.

The WIB assumes the responsibility for routine space facility maintenance needs. Special maintenance requests by ICDC shall be negotiated with the One-Stop, but will be the financial responsibility of ICDC.

Referral of Clients

The Marion County One-Stop will refer eligible clients to the ICDC's Admissions Counselor for enrollment. The ICDC Admissions Counselor will refer all applicants that are ineligible for Job Corps to the Marion County One-Stop for services under this agreement.

Duration

This agreement is in effect from July 1, 1999 to June 30, 2000 and supersedes any other agreement in effect.

Procedures for Amending MOU

This agreement may be modified at any time by the joint agreement of the signatories.

Goals

The WIB will facilitate the cross-referral process between the Marion County One-Stop and ICDC. The WIB will also provide opportunities for cross-training of staff to streamline services and maintain a smooth process for co-enrollment.

ICDC will co-enroll all students and document progress of all enrollees and placements of graduates, so that the WIB may benefit from shared credit of enrollees.

The Marion County One-Stop will generate reports that document the number of co-enrollments and positive outcomes (i.e. placements) to be available to the WIB.

Workforce Investment Board

Job Corps

Kelley D. Gulley, President
Indianapolis Private Industry Council

Christine L. Martin, Director
Independence Career Development Center

EXAMPLE D - DESI

MEMORANDUM OF UNDERSTANDING

**THE FLORIDA CROWN WORKFORCE
DEVELOPMENT BOARD, INC.**

AND

DESI JOB CORPS

II PARTIES

This Memorandum of Understanding (MOU) is entered into by the Florida Crown Workforce Development Board, Inc. (hereafter referred to as "FCWDB") and Job Corp-DESI.

The Workforce Investment Act of 1998 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its one-stop customer service delivery system. The one-stop system assures coordination between the activities authorized in and linked to this Act.

II. PURPOSE

The one stop system will allow for a central point of entry to job training programs, providing a "no wrong door" approach to service delivery. Anyone desiring services will have access to core employment related services maximizing consumer choice.

Changes in the labor market have made it incumbent upon agencies and institutions associated with employment, training and education to better coordinate services in general and particularly, to *focus on* the One-Stop Career Centers. These career centers will provide convenient access and customer focused services for individuals seeking to enter or return to the workforce.

The purpose of this MOU is to promote maximum cooperation and operational collaboration between DESI Job Corps and FCWDB's One-Stop Career Center System. The FCWDB One-Stop Career Center system and DESI Job Corps will share information and services that are necessary to best serve the One Stop Career Center customers and help them achieve their goal of employment.

III. PARTNERSHIP

Partnership will be demonstrated by the partner through continued cooperation and participation in the One-Stop System that has been developed and in future developments in Columbia, Dixie, Gilchrist and Union counties. Descriptions of participation are included with this MOU as attachments as follows:

◆ **Attachment A: Cost Sharing/Resource Sharing**

This attachment will delineate what resources the partner will make available to the system. This attachment will include costs associated with items such as personnel, rent, equipment etc. Information is supplied in such a way as to make it possible to determine proportionate partnership.

◆ **Attachment B: Scope of Work**

This attachment will describe the type of core services that will be provided by the partner and how those services will be integrated into the One Stop System. This description will include information regarding staffing patterns, hours, supervision and specific services that will enhance the One Stop system.

◆ **Attachment C: Release of Information Form**

A universal release of information form is attached to this agreement for use within the One Stop System. This information form will be used by all partners in an effort to reduce the duplication to our customers.

◆ **Attachment D: Dispute Resolution**

Should any disputes require resolution the steps outlined in this attachment should be followed?

IV. PROVISIONS

As a partner of the Florida Crown Workforce Development Board, Inc., One Stop System we agree to demonstrate our partnership by the following:

1. The Workforce Investment Act of 1998 requires that follow-up be conducted for all customers who have received a core service for at least 12 months following their last service. Partners will assist with follow up by communicating customer numbers to the One Stop Operator, by providing necessary customer data, and by insuring the timely entry of information and corrections to the shared customer records.
2. Information on the customers using our services will be shared amongst the partners of the system through a Wide Area Network that will connect all partners and employees to a common intake system. This system will be provided by FCWDB.
3. All partners will participate on the Continuing Improvement Committee (CIC) by designating a representative to serve on this committee. This designee will attend the bi-monthly meetings in an effort to help improve our services through evaluation and customer feedback.
4. The One Stop Operator designated by the FCWDB is Lockheed Martin, IMS. This Operator provides the staff and services to operate the One Stop System in all four counties. Partners in the One Stop system will cooperate and assist Lockheed in the One Stop system. Technical questions and customer service issues should be brought to the attention of Lockheed for quick and efficient resolution.
5. Partners will actively participate in any staff meetings conducted for the purpose of operation of the One Stop System or specific One Stop Career Centers.
6. In order for the "universal" customer to receive seamless services in a true One-Stop environment it is imperative that all partners in the system understand each partner organization, their services and their goals. Each partner agrees to provide training to the other partners in the system. Each partner also agrees to attend training given by other organizations within the One Stop System. It is understood that all organizations participating need to achieve specific program goals, and that by supporting each other through training and team work, the One Stop System will result in increased goal achievement by all of the partners.
7. Partner agencies will be held accountable for performance as specified within their scope of work.

V. DURATION

Ongoing, the length of this documents life is indefinite with the provision that either party may terminate this agreement by giving a sixty day written notice to the other party.

VI. AMENDMENTS

Amendments to this agreement may take place at any time provided the amendment is in writing, is agreed upon by both parties, and is attached to the original MOU.

VII. OVERSIGHT AND SUPPORT

Oversight and support for the MOU will be provided by the FCWDB.

VIII. ASSURANCE STATEMENT

As a condition to a partnership under the Workforce Investment Act (WIA), partner assures, with respect to coordination and operation of WIA or activity and all agreements or arrangements to carry out WIA or activity, that it will comply fully with the nondiscrimination and equal opportunity provisions of the Job Training Partnership Act of 1982, as amended (JTPA), including the Nontraditional Employment for Women Act of 199 1; title VI of the Civil Rights Act of 1964, as amended; section 504 of the Rehabilitation Act of 1973, as limited to 29 CFR part 34. The United States has the right to seek judicial enforcement of this assurance.

In Witness Whereof, we have affixed our bands and seals this 28th day of June, 1999

Partner's Name

Witness

By: _____
President's Signature

Witness

Florida Crown Workforce
Development Board, Inc.

Witness

By: _____
James W. Boggs Ph.D.
Executive Director

Witness

ATTACHMENT "A"
COST/RESOURCE SHARING PLAN

Example D - DESI

1. Cost and Resource Sharing

Florida Crown Workforce Development will provide part-time office space at no cost to DESI, for one DESI Job Corps admission counselor for the purpose of conducting Job Corps admission for One Stop customers residing in the JEP Region 7. As students begin returning to the Lake City area after Job Corps training, a DESI Job Corps placement counselor will also have access to the same office space for the purpose of providing job placement services. This office space will be located at 2649 US Highway 90 West. The Job Corps admission counselor will have access as needed to telephones and Fax machines. DESI will provide this admissions counselor with a mobile phone for the purpose of making long distance phone calls.

ATTACHMENT "B"

SCOPE OF WORK

1. Scope of Work

A. Background

Job Corps is national residential and non-residential training and employment program administered by the U. S. Department of Labor to address the multiple barriers to employment faced by disadvantaged youth throughout the United States. Job Corps was originally established by the Economic Opportunity Act of 1964. Current authorization for the program is Title IV-B of the Job Training and Partnership Act. Job Corps currently operated 110 centers throughout the United States.

The purpose of the program is to help disadvantaged youth become responsible, employable adults, prepared *for* and obtain a suitable job, obtain a GED, take additional vocational training, or satisfy additional vocational requirements. The goal is for students to become economically self-sufficient. Job Corps has a zero tolerance policy for drugs and violence.

B. Services Provided

The Job Corps program provide educational and vocational training, social skills development, work experience, counseling, health care, meals, dormitory housing, and other supportive services. Students receive an allowance while enrolled to cover their personal needs as well as money for clothing. Program completers or students remaining for more than 210 days receive a readjustment check.

Job Placement assistance is provided after students exit the program. Student follow up occurs for twelve months after students exit the program. 80% of Job Corps students become employed or enrolled in full-time schooling

Job Corps admissions will be performed in the One Stop office located at 2649 US Highway 90 West, Lake City, Florida. Admissions functions performed in the office on a part-time basis as needed during normal One-Stop business hours. Outreach in the Region 7 area may be performed at anytime. The DESI Job Corp admissions counselor will be supervised by the DESI Job Corps state coordinator located in Jacksonville, Florida. Placement services will be provided on a part-time, as needed basis as students return from Job Corps to Lake City. The DESI Job Corps placement counselor will be supervised by the senior placement counselor in Orlando, Florida.

C. Demonstration of Partnership

DESI Job Corps will provide Region 7 with one Job Corps admissions counselor on a part-time basis to provide admissions services to qualified One Stop customers. DESI Job Corps will also provide Placement assistance to former student returning to Region 7. Other One Stop partners will be provided with training about the Job Corps program.

Jessica Catherwood, State Coordinator for Admissions, will serve on the Local Workforce Development Board. Admission Counselor Belinda Garnmage will participate on the Youth Council and on the Continuing Improvement Committee.

ATTACHMENT "C"

UNIVERSAL RELEASE OF INFORMATION FORM

UNIVERSAL RELEASE OF INFORMATION FORM
One Stop Career Center System

Name: _____ Date of Birth: _____

Address: _____ City: _____ Zip: _____

Home Phone: _____ Work Phone: _____
_____ Other: _____

Social Security Number: _____

Prior Names: _____

I hereby authorize all partners in the Florida Crown Workforce Development Board's (FCWDB) One Stop Career Center System to engage in verbal, written, facsimile, or computerized communication of information for the purpose of making me eligible for services or for identifying services or agencies to assist me. All pertinent records and information can be released including those regarding past, present, or future information or records that may be needed for eligibility determination, monitoring or follow-up purposes. This information may include, but shall not be limited to, educational records, public assistance records, credit history, health/physical status/records, income/employment information and vocational rehabilitation assessment or evaluation tools. It is my understanding that any information obtained by any partner in FCWDB's One Stop Career Center System will be held in strict confidence. I am aware that any information will be used in my best interest to provide ease of access to services.

Signature of Customer

Date

Witness Signature

ATTACHMENT "D"
DISPUTE RESOLUTION

Dispute Resolution

If a dispute shall arise with any partner within FCWDB's One Stop Career Center System, the following shall be followed:

- 1) Contact Lockheed Martin, IMS, the "One Stop Career Center " Service Provider and try to resolve the dispute.
- 2). If you are not able to resolve the dispute with Lockheed, contact the Florida Crown Regional Workforce Development Board, Inc. (FCWDB).

EXAMPLE E - TEF

**GOLDENCRESCENT WORKFORCE CENTER
NON-FINANCIAL COOPERATIVE AGREEMENT**

This Cooperation Agreement ("Agreement") is entered into effective June 1, 1999 between the Golden Crescent Workforce Centers serving Calhoun, DeWitt, Goliad, Gonzales, Jackson, Lavaca, Victoria and The Texas Educational Foundation/Job Corps ("TEF/Job Corps").

WHEREAS, Golden Crescent Workforce Development Board has been designated as the administrative entity responsible for the overall operation and delivery of Workforce Investment Act ("WIA") programs in the Golden Crescent Workforce Development Area (WDA); and -

WHEREAS, TEF/Job Corps' applicants may be eligible for WTA services that are available within the One-Stop Center and conversely, WIA applicants may be eligible for TEF/Job Corps services: and

WHEREAS, Golden Crescent Workforce Centers and TEF/Job Corps have agreed to provide each other with statistical information on respective participants who have completed referral forms.

WHEREAS, TEF/Job Corps agrees to comply with all items as outlined in this contract in any and all subsequent One-Stop Centers established by the Golden Crescent Workforce Board.

NOW THEREFORE, Golden Crescent Workforce Development Board and TEF/Job Corps agree as follows:

- 1). TEF/Job Corps will provide a minimum of 2 (two) staff members who will be housed at the Golden Crescent Workforce Center in Victoria, Texas to provide TEF/Job Corps services to the The Universal Population.
- 2). Golden Crescent Workforce Center will refer those applicants not eligible for WIA services to the TEF/Job Corps personnel for processing.
- 3). Golden Crescent Workforce Centers and TEF/Job Corps agree to make their respective services available to The Universal Population through the dissemination of literature and information.

4. TEF/Job Corps will staff their office with at least 2 (two) staff members at the Golden Crescent Workforce Center, initially Tuesdays and Wednesdays from 8:00 a.m. to 5:00 p.m., and Mondays through Fridays after July 1, 1999 to ensure that those needing assistance from TEF/Job Corps will receive it.
- 5). TEF/Job Corps will provide a presentation to designated Golden Crescent Workforce Center personnel about the types of services they offer their participants one week prior to the effective date of this Agreement.
- 6). TEF/Job Corps will supply all necessary equipment such as computers and supplies in appropriate quantity for TEF/Job Corps' staff, housed at the Golden Crescent Workforce Center, so as to enable them to provide TEF/Job Corps services to the Universal Population.
- 7). TEF/Job Corps will, upon mutual agreement between Golden Crescent Workforce Center and TEF/Job Corps, provide cross training to the Golden Crescent Workforce Center Staff so a seamless intake system can be realized.
- 8). Golden Crescent Workforce Center will provide free office space on 1301 E. Rio GrandeVictoria for TEF/Job Corps staff so that services may be provided to the Universal Population.
- 9). Golden Crescent Workforce Center will provide telephones. TEF/Job Corps will be able to utilize telephone lines at no charge.
- 10). TEF/Job Corps will provide supervision, guidance and monitor the performance of TEF/Job Corps staff housed at the Golden Crescent Workforce Center in accordance to TEF Policies & Procedures. Golden Crescent Workforce Center will monitor all Workforce Center staff.
- 11). Golden Crescent Workforce Center will provide maintenance of the One-Stop Center office.
- 12). Golden Crescent Workforce Center and TEF/Job Corps agree to share non-confidential information on mutual applicants and clients and agree to follow each agency's guidelines regarding confidential information.
- 13). Golden Crescent Workforce Center and TEF/Job Corps agree to comply with all laws and regulations applicable to each agency's requirements.

Example E - TEF

14). The terms of this Agreement shall commence on June 1, 1999 and shall continue until such time as either party notifies the other of its desire to terminate this Agreement. This Agreement may be terminated by either party upon 30 days advance written notice delivered to the non-terminating party.

15). Nothing in this Agreement shall be construed so as to require the commission of any act contrary to law, and whenever there is any conflict between any provision of this Agreement and any present or future law, ordinance or administrative, executive or judicial regulation, order or decree, or amendment thereof, contrary to which the parties have no legal right to contract, the latter shall prevail, but in such event the affected provision or provisions of this Agreement shall be modified only to the extent necessary to bring them within the legal requirements and only during the time such conflict exists.

16). The Agreement contains the entire agreement between the parties hereto, and each party acknowledges that neither has made (either directly or indirectly) any representations or agreements in connection with this Agreement not specifically set forth herein.

17). This Agreement may be modified or amended only by agreement in writing executed by Golden Crescent Workforce Center and TEF/Job Corps.

18). This Agreement shall be construed under and in accordance with WIA and Texas Workforce Commission Laws and regulations, and Federal, State and local laws.

19). Notices concerning proposed termination and/or proposed amendments to this Agreement shall be in writing and shall either be:

- A. Personally delivered against a written receipt, or
- B. Sent by registered or certified mail, return receipt requested, Postage prepaid and addressed to the parties at the addresses set forth below, or at such other addresses as may have been therefore specified by written notice delivered in accordance herewith:

If to GCVY'B: Laura Sanders, Executive Director
Golden Crescent Workforce Development Board
P.O. Box 1936
Victoria, Texas 77902

If to TEF/Job Corps: Carl W. Anderson, Executive Director
Texas Educational Foundation
P.O. Box 1108
San Marcos, TX. 78667-1108

Each notice, demand, request or communication which shall be delivered or mailed in the manner described above, shall be deemed sufficient for all purposes at such time as it is personally delivered to the addressee or if mailed, at such time as it is deposited in the U.S. mail.

- 20). This Agreement shall be binding upon and inure to the benefit of the parties hereto and respective successors and assigns where permitted by this Agreement.
21. This Agreement shall not be assignable by either party without the express written consent of the other party.
22. The parties hereto represent and warrant to each other that it has the authority to enter into this Agreement. Further, the execution and performance of this Agreement by Golden Crescent Workforce Development Board and TEF/Job Corps have been duly authorized by all necessary laws, resolutions or action and this Agreement constitutes the valid and enforceable obligations of Golden Crescent Workforce Board and TEF/Job Corps in accordance with its terms.

WITNESS the hands of the parties to this Agreement effective as of the day and year first written above.

GOLDEN CRESCENT WORKFORCE DEVELOPMENT BOARD

Laura Sanders, Executive Director

TEXAS EDUCATIONAL FOUNDATION, INC

Carl W. Anderson, Executive Director

EF - NY TEMPLATE

MOU Template

(Essential Elements)

I. Parties to the MOU

- The MOU must identify the name and address (principal place of business) of the partner(s) as well as the Federal, State or local programs that they are representing this agreement.

II. Duration of Agreement

- This is a statutorily required element. While the length of the initial agreement is negotiable between the local board and the partner(s), all MOUs should initially be for a period of at least one-year. Modification, extension, and termination procedures are described in a separate section of this document.

III. One-Stop System Overview

- This section of the MOU should briefly describe the Local Workforce Investment Board's vision of the One-Stop system, its partnerships and comprehensive One-Stop center(s), affiliates and satellite sites. Discuss the "as is" as well as the "to be" plans (strategic vision) for the local system.
- A map (or diagram) with the centers/affiliates/electronic access points identified and a written listing of sites by address with program operator(s) identified should also be included as an attachment to the MOU.
- Any mission statement, general purpose statement and/or operating principles that partners have collectively agreed to pursue on behalf of the local workforce investment system should be included in this section as appropriate.

IV. One-Stop Performance Requirements and Goals

- Accountability must drive the workforce investment system toward system goals. Therefore, the following goals must define the elements of accountability design in each One-Stop delivery area.

Goals of the Workforce Investment System

<u>Goals</u>	Basic Element of a One-Stop Delivery <u>Performance Measurement Design</u>
Customer Satisfaction	The accountability system should measure the success of the One-Stop Delivery system in ensuring that the employers and workforce development participants are highly satisfied with workforce development services.
Cost Effectiveness	The accountability system should measure the success of the One-Stop Delivery system in ensuring that the Workforce Development System continually seeks to maximize the use of available resources in a cost-effective and efficient manner.
Support Employers in Developing High Performance Workplaces	The accountability system should measure the success of the One-Stop Delivery system in ensuring that employers are provided with an effective support in the development of high performance work organizations that maximize the skills and potential of a diverse workplace.
Self-Sufficiency and Welfare Reduction	The accountability system should measure the success of the One-Stop Delivery system in reducing the number of individuals who are dependent on public financial assistance by assisting them in obtaining stable employment and earning a livable wage.
Enhance Linkage Between Workforce Investment Services and Business needs	The accountability system should measure the success of the One-Stop Delivery system in ensuring that the delivery of services responds to the workforce investment needs of business.
Universality and Customer Choice	The accountability system should measure the success of the One-Stop Delivery system in ensuring the implementation of an integrated, results-oriented workforce development system that is based on the needs of all customer groups and ensures individuals and businesses equity of access to information, services, and lifelong learning opportunities.
Assist Customers in Attaining Knowledge/Skills Needed in the Workplace	The accountability system should measure the success of the One-Stop Delivery system in assisting individuals in gaining the academic, workplace, and occupational knowledge and skills required for educational advancement or continuing success in meeting the changing demands of the workplace.
Employment	The accountability system should measure the success of the One-Stop Delivery system in assisting individuals in entering, retaining, or upgrading jobs.

• **Reporting Assurances - The following assurances should also be included in each MOU:**

1. All partners in the One-Stop Delivery system will adhere to prescribed reporting schedules.
2. All partners in the One-Stop Delivery system will provide required performance data.
3. All partners in the One-Stop Delivery system will provide data in a compatible format.
4. All partners in the One-Stop Delivery system agree to work toward the development of common performance goals and measures that will be in alignment with the stated goals of the workforce investment system.

V. Services to be Offered Through the One-Stop System

A. Core Services

- Each of the core services that a partner will provide through the One-Stop System must be identified, along with the applicable funding source for that service and a description of the manner in which the service will be made available through the system. Below is a suggested template for these core services:

<u>WIA Required Core Services</u>	<u>Partner Agenc(ies)</u>	<u>Funding Sources</u>	<u>How Will Service Be Made Available</u>
Determination of eligibility to receive assistance under Title I of WIA			
Outreach, intake (which may include profiling), and orientation to the services available through the One-Stop delivery system			
Initial assessment of skill levels, aptitudes, abilities, and supportive service needs			
Job search and placement assistance, career counseling where appropriate			
Labor Market Information			
Provision of program performance information and program cost information			
Information on the performance of the local area and the One-Stop delivery system			
Information on the availability of supportive services in the local area, including child care & transportation, and referral to such services needed			
Information on filing UI claims			

Assistance in establishing eligibility for WtW activities and financial aid assistance for other training and education programs available in the local area			
Follow-up services (including workplace counseling) for 12 months for individuals participating in Title I funded activities who are placed in unsubsidized employment			
<u>Other USDOL Suggested Core Services</u>			
Resource Room usage, including “How to” group sessions (e.g. writing a resume)			
Job referrals (informational, e.g. job scouts, ES referrals in non-exclusive hiring arrangement, short term or seasonal placements)			
Talent referrals (informational, e.g. talent scouts, ES staff referrals of resumes without further screening)			
Screened referrals (testing and background checks done before referral or when operating as the employers agent)			
Job clubs			
Internet browsing – job, information, and training searches			
Internet accounts – Career Kit, Personnel Kit			
<u>Additional (Partner identified) Core Services</u>			
Reemployment Services (optional)			

B. Intensive Services

- List any intensive services that the partner(s) will provide through the One-Stop system, identifying whether these services will be provided at the One-Stop Centers or at other service sites. Access to these services should be further discussed in the Referral Arrangements section of this MOU.

C. Training Services

- List any training services that the partner(s) will provide through the One-Stop system, identifying whether these services will be provided at the One-Stop Centers or at other service sites. Access to these services should be further discussed in the Referral Arrangements section of this MOU.

D. Other Services

- List any other (supportive basic assistance etc.) services that the partner(s) will provide through the One-Stop system, identifying whether these services will be provided at the One-Stop Centers or at other service sites. Access to these services should be further discussed in the Referral Arrangements section of this MOU.

Referral Arrangements

- Describe those services located at the One-Stop site(s), along with services provided at alternative locations and thoroughly explain how the referral process will connect customers (both jobseekers and employers) to the services. This description should describe the methods for referral of individuals between the One-Stop operator(s) and the One-Stop partners and address the following:

Who will be the point of contact for the customer (including employer customers)?

How will intake, enrollment and assessment processes be handled?

Who will provide these services and how will initial referrals for service take place?

- Describe the referral process and procedures that partners have agreed to use in the One-Stop system (this may differ partner by partner).
- The MOU should include the following assurance: All One-Stop partners agree to participate in the NYS Job Bank.

VI. Information Sharing

- The One-Stop Operating System (OSOS), including the browser based version of the Workforce Information System (WINS), will be made available to partners in mid-2000. Details regarding system functionality and network integration considerations will be provided throughout the next several months. Pending the availability of NYSDOL's system implementation strategy and the issuance of guidelines, no specific agency technology commitments should be made without consultation with the New York State Department of Labor.

- Identify the procedure for sharing of information, reporting and how the One-Stop system will ensure compliance with the Americans with Disabilities Act to ensure accessibility to customers with disabilities and other pertinent special populations within the local Workforce Investment Area.
- Attached is a "Confidentiality Agreement" developed by the New York State Department of Labor that must be signed by all One-Stop partners who wish to have access to employment security records which may disclose identifying information about specific employers, applicants for unemployment insurance benefits or job applicants.

VIII. Cost Allocation and Resource Sharing

- MOU negotiations between the LWIB and all the One-Stop system partners should include the following steps:
 1. Identify all of the system partners. This includes partners physically located at the one-stop center and those located at alternate sites.
 2. Identify all projected costs expected to be incurred, for the appropriate timeframe, which are necessary for the operation of the one-stop center and the administration of the one-stop system. This would include expenses incurred by the LWIB.
 3. Group the costs identified in Step 2 by the partners receiving benefit from the costs. For example, partners not located at the one-stop center would not share in the rent cost of the center.
 4. Establish cost pools as appropriate.
 5. Determine an allocation method or base to be used for each pool and individual cost. It would most likely not be reasonable to use the same allocation method or base for all costs.
 6. Allocate the pools and individual costs to the various partners using the allocation methods and bases determined in Step 5. This will establish the total costs allocable to each partner.
 7. Determine the total shared costs to be paid by each partner. Then compare these totals to each partners' allocable share of the total costs as determined in Step 6.
 8. If any payments are required between partners as a result of the above process, a further contractual agreement will be required.

NOTE: The attached Guidelines for Cost Allocation Plans include an example of these steps.

IX. Dispute Resolution

- The parties hereto shall first attempt to resolve all disputes informally at the lowest level starting with the site supervisor and staff. If dispute resolution is not accomplished, any party may call a meeting of the parties to formally discuss and resolve all disputes. Should the parties fail to resolve the dispute, the dispute shall be referred to the Chair of the **BOARD, who shall place** the dispute upon the agenda of a regular or special meeting of the BOARD'S Executive Committee. The Executive Committee shall mediate the dispute and shall have final authority to resolve the issue.

X. Severability

- If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in full force and effect.

X1. Assurances

- The Local Board and Partners herein described as parties to this memorandum of understanding accept the ASSURANCES AND CERTIFICATIONS identified in this section. By signing this memorandum of understanding, parties agree to the provision contained in each of the documents identified below and attached to this agreement.

A. Assurances - Non-Construction Programs

B. Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Transaction

C. Certifications Regarding Lobbying, Debarment, Suspension, Drug-Free Workplace

D. Certification of Release of Information

E. Nondiscrimination of Equal Opportunity Requirements of JTPA

X11. Modification/Termination

- This MOU constitutes the entire agreement between the parties hereto. This MOU may be modified, altered, revised, extended or renewed by mutual written consent of all parties, by the issuance of a written amendment, signed and dated by all the parties.
- Any party to this MOU may terminate their participation in this MOU by giving not less than thirty (30) calendar days' prior written notice of intent to terminate to each of the partners. In such case, termination by one or more of the parties to this MOU does not alter the terms or obligations of the other parties to this MOU.

X111. Signatures

- The MOU should conclude with a signature page for all One-Stop partners and the Chairman of the local board to sign to confirm their acceptance of its terms by their signature.

Continued

Guidelines for Completing the MOU Template

I. Parties to the MOU"

Self explanatory

II. Duration of Agreement

Self explanatory

III. One-Stop System Overview

Since the MOU is intended to describe and detail how partners will contribute to the establishment and maintenance of the local One-Stop system, it is important that all partners to the MOU share a collective vision for that system and have a common understanding as to the scope and purpose of the system. The description provided under this section will serve as a critical framework for the service delivery and referral discussions contained in the document and for the Resource Sharing Agreement(s) that are attached.

The mission statement and principles that may be included in this section should logically link to any One-Stop System Performance Requirements and Goals stipulated in the document.

A purpose statement might include language such as:

The _____ Workforce Investment Partners will:

- *Ensure universal access to services for all customers.*
- *Provide customer choice in service and service delivery.*
- *Ensure accountability in performance and customer satisfaction.*

Partnership principles might include:

- *All services, policies and actions will be designed to include customer choice whenever possible.*
- *All job seekers, workers and employers will be served comprehensively in a seamless system which addresses their needs, merges common services across programs and minimizes duplication.*

IV. One-Stop Performance Requirements and Goals

One of the core services that must be provided through the local system is the provision of information regarding how the local area is performing on the local performance measures and any additional performance information with respect to the one-stop delivery system in the local area (WIA Section 134(d)(2)(G)). Simply reporting out progress on WIA title I performance measures is not going to fully capture the performance of the local One-Stop system since only participants who receive services funded with WIA title I dollars will be "counted" in those measures.

As partners come together to develop and build their local One-Stop system they will need to identify some common system-wide goals and determine how to measure progress toward those goals. For example, one of the WIA performance goals is to achieve mutually shared outcomes of participants who receive services by multiple partners. By including minimum levels of performance, or agreeing to work toward identifying some common goals and measures, the MOU can become a vehicle through which partners will be able to jointly monitor their services against stated goals and performance measures to promote continuous improvement.

Local Boards and One-Stop partners are encouraged to use the following criteria as a guideline to local efforts to develop performance goals and measures. These are criteria that were developed across multiple New York State workforce development system partners and published in a 1998 report entitled, *New York's Workforce Development System: A Report to Governor George E. Pataki*.

Table 2 Guidelines for Implementing One-Stop Delivery System Accountability	
System-Focused	Performance measures should assess progress toward achieving goals and objectives for the nation's workforce development system.
<i>Consistent with GPRA</i>	<i>Performance measures should be consistent with the basic tenets of the Government Performance and Results Act.</i>
<i>Limited to Most Important Outcomes</i>	<i>The number of performance measures should be limited to focus on the most important indicators of success and to avoid diluting the influence of individual measures.</i>
<i>Clear and Concise, Leading to Desired Consequences</i>	<i>Performance measures should be as simple, straightforward, and easy to understand as possible and, to the extent possible, should not lead to unintended consequences. Workforce development service delivery staff should be able to see a clear link between what they do and how performance is measured. Customers should be able to understand why each element of data is collected and see the value of sharing that information.</i>
<i>Cost Effective</i>	<i>Performance measures should justify the cost of collecting and retaining data.</i>
<i>Efficient</i>	<i>To the extent possible, performance measures should be streamlined to utilize existing data sources, reduce data collection burdens, and avoid asking for information that can be obtained from another source.</i>
<i>Reliable</i>	<i>Performance measures should be reliable so that when the same measure is used in the same circumstances, it will obtain the same results.</i>
<i>Valid</i>	<i>Performance measures should be valid so that they actually measure what they are supposed to be measuring rather than something else.</i>
<i>Informative</i>	<i>Performance measures should inform evaluative, planning and policy (to decision makers) decisions.</i>
<i>Continuous Improvement</i>	<i>Performance measures should promote continuous improvement.</i>

Because many stakeholder groups have commented on the fact that the different performance measures which exist across One-Stop partner programs serve as a barrier to program integration and seamless service delivery, USDOL is looking to build upon the work developed as part of the Workforce Development Performance Measures (WDPM) Initiative. The purpose of the WDPM Initiative was to develop a menu of common performance measures with standard definitions and a continuous improvement strategy for voluntary use by partners in the workforce system. The VTDPM Initiative brought together Federal, State and Local representatives from DOL, ED, HHS and HUD -- as well as representatives of the business community and community-based organizations. Local areas are encouraged to review the report issued by this task force at www.wdsc.org/transition/measure/index.html as it may provide useful guidance and insight as to system wide measures that could be considered. Because the products of this task force were developed prior to the enactment of the WIA, USDOL is recommending that the WDPM group be reconvened to review and revise the products that were developed in light of the new legislation.

V. Services to be Offered Through the One-Stop System

A detailed explanation of the Core, Intensive, Training and Other services that will be delivered to customers of the One-Stop system should be provided, including the services delivered at the One-Stop site (at least one comprehensive physical location in the local area) and the services that will only be accessible through the One-Stop system. One-Stops are about SERVICES to customers, so a detailed explanation of accessible services must be provided. MOUs must clearly list the services to be provided to the customers and specify those partners delivering the services. This effort will also assist the One-Stop partners in developing a more integrated delivery strategy that includes the issuance of Individual Training Accounts (ITAs).

VI. Referral Arrangements

Section 12 1 (c)(iii) requires the MOU to describe the "methods for referral of individuals between the One-Stop operator and the One-Stop partners, for the appropriate services and activities". The method of referral implies that there is a systematic approach to the referral of individuals needing One-Stop services. This systematic approach must be agreed upon by all of the partners and thoroughly explained in the MOU so all partners, the One-Stop operator and the LWIB are aware of the referral system. The referral system must be more than handing customers a brochure of those One-Stop partners not located at the One Stop site. The referral system must always be to the advantage of the customer and include a follow-up contact to insure the customer was provided service, and ensure customers receive "seamless" delivery of service whenever possible.

An example of a *systematic referral process* for One-Stop center customers could read:

It is agreed that the One-Stop Delivery system partners of this signed MOU will conduct referral for services in the following manner. All customers referred for services will:

1. Receive a *written referral form* with the date, time, and place of the appointment.
2. All appointments will be scheduled within *three working days*.
3. The individual making the appointment *will follow-up* within *two working days* of the scheduled appointment date?

Beyond this there should be a narrative description that describes the overall referral arrangements across the One-Stop system including One-Stop Centers, affiliate sites and any alternative access points in the local network. If a common customer release form is used this should be referenced. The use of technology in the referral process should also be described, where appropriate.

VII. Information Sharing

One of the key principles embodied in WIA is *streamlining services* through better integration at the street level in the One-Stop delivery system. Programs and providers are expected to collocate, coordinate and integrate activities and information, so that the system as a whole is coherent and accessible for individuals and businesses alike. Customers should receive "seamless" services whenever possible -- crossover among program lines should be transparent to the customer.

To assist in streamlining services, local workforce investment systems are encouraged to develop a common customer release form. The key to developing an effective Release of Information form is to understand the consent must be given voluntarily and must be informed. Guidelines to consider in developing a release and for sharing of information among partners include:

- The form should specify a time period, the type(s) of information that may be shared, and the reasons for sharing the information.
- The language of the release form should be simple and straightforward. It is important for all customers to be able to understand the information on the form. For those whose primary language is not English, you may want to have forms printed in the language with which they are most comfortable. The release should be explained by staff as well.

- A release form needs to specify the organizations that will be sharing information. The customer must be notified regarding which agencies or organizations will be permitted to release and receive information. When agencies are listed on a consent form, a brief description of each agency's purpose should be made available to the customer. For example, a brochure or flyer with relevant program descriptions might be given to each customer, or a local service directory might be consulted as needed.
- The customer should be able to indicate if there are limits to his or her consent.
- The form should specifically identify to whom the release applies. For example, a parent may be authorizing information to be shared for a child. When an individual is providing consent on behalf of another individual, the relationship between the two individuals needs to be specified.

V111. Cost Allocation and Resource Sharing Agreement

The Workforce Investment Act (WIA) Regulations requires that each MOU between a Local Workforce Investment Board (LWIB) and their One-Stop partners must contain a section that provides the financial details of the agreement. Under the WIA, all One-Stop partners are expected to participate proportionately in the One-Stop system. The MOU should distinguish between the services delivered at the One-Stop site and services delivered within the One-Stop system through the agreed upon systematic referral of services. The identification in the MOU of total system costs and the resources that will support those costs is a critical step in making the One Stop Center sustainable.

Service delivery should be the prime factor driving operational planning - not cost accounting. However, cost accounting considerations must be part of the planning process. Federal funding sources and good management practices require costs to be accumulated in an organizational structure to control budgets, measure the efficiency of operations and report financial information.

The LWIB should negotiate each partner's share of the costs in a way that promotes the principles of proportionate cost sharing. To accomplish this, the LWIB must be able to support the fairness of the negotiated amounts through the use of cost allocation methods or bases. The measurement of benefit is the critical requirement and central task to be performed in allocating costs. Costs are allocable to a particular cost objective based on benefits received by that cost category.

The issue of the allocation of costs is critical to the success of the One-Stop system. There are many bases for allocation to choose from, and the best base is one which allocates costs equitably to all of the partners. Most likely there will be multiple allocation bases used within a center and for system costs. The LWIB has some latitude for discretion in determining how to share costs, as long as the basis used for cost sharing is compatible with the governing provisions of WIA, other partners' legislation, and the applicable OMB Circulars. See the attached Guidelines for Cost Allocation Plans for options and guidance in developing cost allocation plans.

Current federal regulations do not provide for a "range of tolerance" flexibility. Each partner is accountable for paying costs based on its share of benefit derived. Monthly monitoring of operating reports will allow the partners to see when actual benefits derived and/or actual expenditures vary from their projections. Financial and/or service plans must be adjusted accordingly. As actual expenditures are made, offset plans must also be monitored and adjusted so that partners do not owe each other money at the conclusion of the partnership agreement. Adjustments should be done no less than quarterly, more frequently if the variances are large.

IX. Dispute Resolution

Specific language to use has been suggested in the template.

I. Breach of Agreement

Specific language to use has been suggested in the template.

XI. Assurances/Certifications

Specific partner assurances have been identified in the template.

XII. Modification/Termination

Specific language to use has been suggested in the template.

XIII. Signatures

Self explanatory

Continued

CONFIDENTIALITY AGREEMENT

_____ of _____
(Requester Organization Name) (Address)

has requested the following employment security records from the New York State Department of Labor (NYSDOL) that may disclose identifying information about specific employers, applicants for unemployment insurance benefits or job applicants:

(description of records)

Requester represents that:

1. it requires the requested records for government purposes to carry out responsibilities under

2. the purpose(s) for which the records are required is (are)

3. the use(s) that will be made of the information obtained from the records is (are)

4. it has been advised that the records and information contained in those records are confidential and that their unlawful disclosure or dissemination is punishable as a misdemeanor (Labor Law Section 537)

5. it has adequate safeguards and procedures to protect the confidentiality of the records and information and to limit their dissemination only to authorized individuals as necessary for their work on the project, as follows:

The authorized individuals having access to the records and information are:

Name Position with Requester

- 1.
- 2.
- 3.
- 4.
- 5.

Requester agrees that it will:

- 1. use the records and information received from NYSDOL only for the purposes specified in this agreement.
- 2. store and maintain the records and information in a secure environment in accordance with the safeguards and procedures specified in this agreement.
- 3. limit access to the records and information to the authorized individuals named in this agreement.
- 4. not disseminate or use, or permit the dissemination or use of the records or information in any manner not described in this agreement without express written permission from NYSDOL.
- 5. permit NYSDOL to inspect and review the Requester's safeguards and procedures for protecting the confidentiality and limiting the dissemination of the records and information.

NYSDOL agrees to provide the records to the Requester subject to the representations and agreements by the Requester contained in this document. NYSDOL retains the right to require Requester to return the records and information at any time upon the good faith belief of the Commissioner of Labor that Requester has violated its obligations to maintain their confidentiality or limit their dissemination.

The Requester Organization hereby agrees to hold NYSDOL harmless from, and to indemnify NYSDOL for, any and all claims, losses, expenses, and/or damages arising out of Requester Organization's breach of this Agreement or other unauthorized use of the material not by way of limitation, the Requester Organization agrees that it will pay to NYSDOL any costs of enforcing this agreement, securing appropriate corrective action, returning data or information furnished hereunder, as well as any and all charges to federal funds and any other costs incurred by NYSDOL in enforcing the terms of this Agreement.

Requester

New York State Department of Labor

Title

Title

Continued

V. RESOURCES

Linking with One-Stop Systems

Developing Effective Linkages between Job Corps and One-Stop Systems: A Technical Assistance Guide, Social Policy Research Associates, 1999. This technical assistance guide presents "best practices" being used by Job Corps sites in linking with One-Stop systems. It presents challenges and strategies to address those challenges in developing organizational, recruitment, service, and placement linkages with One-Stop. Profiles of Job Corps sites with well-developed One-Stop linkages are also included. This guide can be obtained from the Job Corps Distribution Center by ordering stock number 96605.

One-Stop Resource Guides, Social Policy Research Associates, 1999. These guides, one for each region, include profiles of each state's One-Stop system, state contact information (name, address, telephone, and website address) and directories of the One-Stop centers in each state. These guides are available from the Job Corps Distribution Center by ordering the following stock numbers: Region 1-96610; Region 2-96611; Region 3-96612; Region 4-96613; Region 5-96614; Region 6-96615; Region 7-96616; Region 8-96617; Region 9-96618; Region 10-96619.

Creative Approaches to Community Connections, A Workforce Investment Act update to the Job Corps Community Relations Technical Assistance Guide, Leonard Resource Group, 1999. This guide presents tools to help Job Corps connect with local Wigs, an important step in developing an MOU.

Additional Information about One-Stop Systems

Additional One-Stop information is available electronically at the following Webster:

<http://www.usworkforce.org>. This site contains information about WIA implementation and policies, as well as links to websites of all required One-Stop partners.

WWW.doleta.gov/onestop. This site contains many resources to help One-Stop systems develop effective partnerships.

Interest-Based, Negotiation Methods

"Labor-Management Partnership: Skills for Success," by the National Partnership Council (1998). This document includes an introduction to the interest based negotiation technique that is being encouraged by some federal agencies. It is available electronically at <http://www.opm.gov/npc/index.html-ssi>.

"Getting to Yes, " by Fisher and Ury (Penguin Books, New York, Second Edition, 1991) is also an excellent resource for learning about the interest-based negotiating approach.