

Northeast Missouri Workforce Investment Area
Resource Sharing Agreement Guidelines

A. Mission Statement.

The mission of the NEMO WIA One-Stop system is to advance the economic well-being of the area by developing and maintaining a quality workforce and by serving as the focal point for all local and regional workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce investment services for job seekers, incumbent workers, and employers.

B. Statement of Purpose.

The purpose of the one-stop service delivery system is to unify the numerous employment and training programs into a single, customer-friendly set of services. The concept of the one-stop system is to integrate program services and governance structures.

The purpose of this Resource Sharing Agreement is to establish the terms and conditions under which each of the service providers of the programs listed below will share their resources in order to strive for the integration of program services.

- ✓ The following programs are required in the One-Stop System. For each Resource Sharing Agreement, identify the agency(s) responsible for providing these required programs. Describe what the one-stop partners role will be in the one stop system by indicating if that agency is a collocated partner, an off-site partner, or provides services through a satellite site. If the partner is located off-site or provides their services through a satellite site, describe how their program(s) will be made available through the one-stop career center.

- ⇒ Programs authorized under Title I of the WIA: Adult, Dislocated Workers and Youth
- ⇒ Programs authorized under Title I of the WIA: Migrant and Seasonal Farmworker
- ⇒ Programs authorized under Wagner-Peyser Act: Employment Service
- ⇒ Adult Education and Literacy Programs authorized under Title II of the WIA
- ⇒ Programs authorized under Title I of the Rehabilitation Act of 1973 as amended under Title IV of the WIA
- ⇒ Welfare to Work grants (both formula and competitive)
- ⇒ Activities authorized under Title V of the Older Americans Act of 1965: Senior Community Service Employment program
- ⇒ Post-secondary vocational education activities authorized under Carl D. Perkins Vocational and Applied Technology Education Act
- ⇒ Activities authorized under Chapter 2 of Title II of Trade Act of 1974: NAFTA and TAA
- ⇒ Activities authorized under Chapter 41 of Title 38, US Code (Veterans employment activities)
- ⇒ Employment and training activities carried out under the Community Services Block Grant Act
- ⇒ Employment and training activities carried out by the Department of Housing
- ⇒ Programs authorized under state unemployment compensation laws

C. Services to be provided through the One-Stop System.

Core Services.

Core services at the one-stop system are available to everyone, and are to be provided by one-stop partners. The following core services are provided through self-service or informational activities (customers do not have to be registered to receive these services), they include:

1. Determination of whether individuals are eligible to receive assistance for Title I adult and dislocated worker programs;

2. Outreach, intake (which may include profiling), and orientation to the One-Stop center;
3. Initial assessment of skill levels, aptitudes, abilities, and supportive service needs;
4. Provision of employment statistics information, including the provision of accurate information leading to local, regional, and national labor market areas (Labor Market Information);
5. Consumer reports consisting of information on performance and program cost on eligible providers of training services, eligible providers of youth activities, providers of adult education activities, providers of post-secondary vocational education activities, and providers of vocational rehabilitation program activities;
6. Provision of information regarding how the local areas are performing on local performance measures;
7. Provision of accurate information relating to the availability of supportive services, including child care and transportation;
8. Provision of information regarding filing claims for unemployment compensation;
9. Assistance in establishing eligibility for welfare to work activities and programs of financial aid for training and education that are not funded under WIA;
10. Resource Room usage;
11. "How to" group sessions (e.g. writing a resume, interviewing skills, budgeting/finance, personal hygiene, etc.)
12. Job referrals (informational, e.g. ES referrals in non-exclusive hiring arrangements, short term or seasonal placements);
13. Internet browsing - job, information and training searches;

Other Core Services.

The following Other Core Services require registration, are available through the adult and dislocated worker programs of Title I of WIA, and provided in the one-stop career centers.

1. Follow-up services, including counseling for registrants (those previously receiving intensive/training services) after entering employment (required registration for adult and dislocated worker programs of Title I of WIA);
2. Individual job development (required registration for adult and dislocated worker programs of Title I of WIA);
3. Job clubs (required registration for adult and dislocated worker programs of Title I of WIA); and
4. Screened referrals (testing and background checks done before referral or when operating as the employers agent).

- ✓ Describe how these required core services will be provided in the one-stop career center, who will provide what services, and how they will be funded. List any additional core services provided through the one-stop career center.

Intensive and Training Services.

The following intensive and training services shall be made available through the adult and dislocated worker program of Title I of WIA. One-stop partner agencies took part in an initial service mapping process in the fall of 1999. The results of that process (see attachment #2) indicate that several other partner agencies also provide the same or similar intensive and training services.

All such services, offered by partner agencies other than the Title I operator, shall also be made available through the one-stop system. When possible, and when in the best interest of the customer, partner agencies shall coordinate their efforts in providing intensive services so as to avoid duplication and move toward a seamless system of service delivery to customers.

Intensive Services

1. Comprehensive and specialized assessment of skill levels;

2. Individual employment plans;
3. Individual and group counseling;
4. Case management services;
5. Short term pre-vocational services;
6. Out of area job search;
7. Relocation assistance; and
8. Work experience.

Training Services.

1. Occupational skills training, including training for nontraditional employment;
 2. On-the-job training;
 3. Programs that combine workplace training with related instruction, which may include cooperative education programs;
 4. Training programs provided by the private sector;
 5. Skill upgrading and retraining;
 6. Entrepreneurial training;
 7. Job readiness training;
 8. Adult education, English as a Second Language (ESL), and Literacy activities provided in combination with other services; and
 9. Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.
- ✓ Provide assurance that the listed intensive and training services will be available through the One-Stop Career Center and/or Satellite site.
 - ✓ List any additional intensive and/or training services that are planned for your One-Stop Career Center and/or Satellite Site.
 - ✓ Provide assurance that all partner agencies agree to coordinate in the provision of intensive and training services when such coordination is appropriate and advantageous to customer needs.
 - ✓ Using the service mapping format as shown in attachment #1-A, indicate which partner agencies will provide the services.

D. Cost Sharing - Cost Allocation.

The One-Stop System is defined in general, as a system under which entities responsible for administering separate workforce investment, educational, and other human resource programs and funding streams (referred to as One-Stop partners) collaborate to create a seamless system of service delivery that will enhance access to the programs' services and improve long-term employment outcomes for individuals receiving assistance.

The Workforce Investment Act and its implementing regulations establish, as a starting point, the expectation that one-stop partners will share proportionately in the cost of the one-stop system.

Categories of Costs for the Operation of One Stop Career Centers.

There are four basic categories of costs that may need to be allocated among local partner agencies, depending on the situation.

Space within the Career Center Facility. This includes rent and other facility costs such as utilities, maintenance, janitorial services, fixtures, partitions and furniture that may be built into the rent or charged separately.

General operation of the Career Center. Common operating or auxiliary costs may include reception staff, management, maintenance and security for the center as a whole. Other common operating costs may include general administrative support, office equipment, telephone systems, information technology connections and user support and consumable office supplies for shared use by staff and customers.

Staff for general customer activities provided by the Career Center. While staff costs are usually charged directly to specific programs, there may be situations where it is advantageous to treat staff activities for general job seekers and employer customers of the Career Center as a common cost. The degree to which staff costs could be treated as common to the Career Center as a whole would depend upon the types of services provided in the Center, collocated partners and the Resource Sharing Agreement between the partners. Examples might be staff for customer resource areas and general employer relation's staff.

Other costs associated with providing general job seeker and employer services offered by the Career Center. As with staff costs, while other costs of providing services are usually charged directly to specific programs, there might be situations where it is advantageous to treat such services as a common cost for the Center. Examples of job seeker services might include computer labs, child care, transportation, resume preparation, and customer workshops. Examples of employer services might include employer relation's activities and Career Center marketing.

Space and general, or common, operating costs are typically the major costs that need to be allocated among partner agencies. Staff and services are typically paid directly by specific programs, but there could be situations where career centers would want to pool these costs and otherwise treat the costs as a collective responsibility and expect partner agencies or programs to pay for a share of the costs. If fees are charged for services, it may be appropriate to treat services as common to the center to provide a source of revenue for the center.

Career centers typically include partner agencies and/or their sub-contractors who are involved in providing employment and training services to job seekers and employers. Career centers may also house the offices of related state or local agencies or administrative staff who are not involved in providing customer services. The partner service provider staff typically makes up the vast majority of staff in the centers.

The distinction between being a partner service provider versus a tenant in the center is important for allocation of the costs of job center space and common/general operating costs. Depending on the situation, it may be appropriate to exclude some staff of service provider agencies from the count of partner service provider staff in order to arrive at an equitable allocation of costs. Alternatively, it may be easier to count all staff as partner service providers to keep the cost allocation simple.

There are three basic categories of space within career centers:

Dedicated space for specific agency/program use. This includes partner and tenant agencies. Dedicated space is easily attributable to specific agencies or programs based on their exclusive or primary use of the space. Program funding requirements might require that certain spaces be dedicated primarily to specific programs in order for those programs to fund those areas.

Common space for use by all partners and tenant agencies. Examples of common space could include restrooms, hallways, employee break rooms, general meeting rooms, storage areas and other space used by all occupants of the building. Depending upon the situation, general reception and waiting areas might be treated as common space.

Customer space for the portions of the career center used to provide general services to job seekers and employers or areas that are used by multiple partners or programs. Examples of customer space could include resource areas, employer interview rooms and workshop rooms. Other areas that might be treated as either customer or dedicated space depending on the circumstances includes

child care centers, career information centers and computer or learning labs. General reception and waiting areas might also be treated as customer space rather than common space.

All partners of the career center should reach consensus on how to categorize the specific space areas. Some areas in the career center require special treatment for cost allocation purposes. Examples may include child care centers, classroom and computer labs and other areas used to support fee-for-service activities. In these cases, it is probably necessary to match expenses with revenues in order to determine the amount of fee to be charged and account for the use of the fee. The Career Center may wish to treat revenue producing areas as separate cost centers rather than including such areas in the general cost allocation methods.

Cost Allocation

The overall objective of cost allocation is to achieve an equitable distribution of costs among the benefiting cost objectives. The cost principles governing federal funds, contained in the Office of Management and Budget (OMB) Circulars, state that costs are allocable to a particular cost objective to the extent of benefits received by that cost objective.

While there are many variations possible, most delivery systems fall within one of two categories: a single, combined delivery system that pools all its resources, or a coordinated multiple delivery system with each member controlling its own resources.

Single delivery system has one management structure which administers several programs with multiple fund sources. Some examples include One Stop Service Centers operated under a single management structure, the JTPA programs combined under one administrative entity, and the merging of JTPA and JOBS into a single program delivery system. Since the resources are combined, the corresponding costs are often combined into cost pools. Pooled costs are later allocated back to individual fund sources using an appropriate method of allocation.

Coordinated multiple delivery systems consist of several agencies coordinating the delivery of their programs but allowing each partner to retain its own identity and control its own resources. It uses those resources to provide services in a coordinated manner with other funding sources. Each agency will usually pay for its own funds and pool only those costs that are shared jointly with its partner agencies.

Direct Charging of Costs: Organizations which remain autonomous while working in coordination with other partner agencies will usually continue to maintain their own personnel, accounting, and other management systems since it is very difficult to standardize personnel procedures, pay scales, accounting and other administrative systems in the short term. Consequently, it is often simpler to use the direct cost method of charging expenditures to individual fund sources. This methodology attempts to maximize the use of direct cost charging while still operating in a one-stop or seamless program delivery system.

Exchanging Resources and Services: One desired outcome of providing services jointly is to have each organization perform the functions and provide the services that it does best and that it has the resources to carry out. The emphasis is placed on obtaining the best services rather than on who provides the services. This may result in a fund source providing services not only to its own participants but also to those enrolled in other programs, and in return receiving for its participants other services that are provided by another fund source. The exchange may also take the form of one fund source providing some resources (e.g., staff) while another fund source provides different resources (e.g., facilities) in furtherance of their joint efforts.

Agreeing on a Service Plan and Financial Plan: When several agencies work together to provide a mix of services, and with each one possibly providing different resources or services, there are more variables to plan and control for than would be the case if each agency operated alone. Therefore, it is critical that the partner agencies carefully develop and agree on a service plan and on a financial

plan for the entire joint project. This methodology relies heavily on the soundness and reliability of the service plan and financial plan for improving performance and achieving an equitable distribution of costs.

A basic principle among career center partner agencies and tenants is that they should pay for their dedicated space and a fair share of the common and customer space in the center.

All partner/tenants should pay directly for their dedicated spaces. This includes space for dedicated staff and other space used exclusively or primarily by a specific agency or program (as shown in the examples below). Space costs are typically computed based on square footage.

All partner/tenants should pay for a fair share of the common space. Since all partners and tenants use the common space, all should share in the costs. The costs could be allocated based on the respective share of the total dedicated space or other mutually agreed upon, appropriate method.

For customer space, only the service provider partners should share the costs. The other tenant agencies should not be asked to share in the costs of the customer areas unless clients of those agencies use the services in those customer areas. The service provider partners should pay for a fair share of the customer space costs. The method(s) used to determine the respective share of the cost should be agreeable to all partners and outlined in the Resource Sharing Agreement.

General Career Center operating costs can often be treated in a similar manner as space costs, although there may be certain costs or situations where it is appropriate to use different methods for general operating costs. One stop career center operators will be required to negotiate with the off-site partners, to decide how they will contribute to the one-stop career center. This should also be outlined in the Resource Sharing Agreement.

To the extent that general staff and service costs are treated as common costs it is important for programs making contributions to cover the costs be able to show how the programs benefited as a result of the expenditure.

Methods for Cost Sharing

Allocation Method	Cost Pools
<ul style="list-style-type: none"> • Direct Charge - partners are charged for their specific usage. • Direct Labor Hours/FTEs - partners are charged based on full-time equivalents (direct hours) within the one-stop career center. • Space/Square Footage - costs are charged based on actual dedicated space occupied, shared dedicated space and common areas, which allocated among partners. • Estimated Use - based on studies of actual usage and updated when material changes occur. 	<p>Examples of acceptable cost pools for allocating costs may include:</p> <ul style="list-style-type: none"> • indirect cost pools • general operating cost pools • intake cost pools • administrative cost pools • pools for supplies expense • other cost combinations of costs that are similar in nature and are shared among several cost objectives and/or several partner agencies.

- ✓ All cost pools must be described and documented in a written cost allocation plan to be used in allocating all shared costs identified as part of your local Resource Sharing Agreement and associated with the operation of the one-stop career center(s). This includes both general operating costs and shared program activity costs.

Suggested Bases for Allocation

Accounting	___	No. Transactions; Direct labor hours
Auditing	___	Direct audit hours; expenditures audited
Budgeting	___	Direct labor hours
Communication Equipment	___	Number of instruments; Direct labor hours; Estimated use
Consumable Supplies	___	Total direct costs; Direct labor hours; Estimated use
Data Processing	___	System usage; Direct labor hours
Disbursing Service	___	No. of checks issued; Direct labor hours
Freight	___	Direct charge
Intake/Orientation	___	No. per current period; Direct labor hours
Office Machines & Equipment Maint.	___	Direct machine usage; Direct labor hours; Estimated Use
Office Space/Common Areas	___	Square feet of space occupied; Direct labor hours
Personnel Services	___	No. of employees; Direct labor hours
Postage	___	Direct charge
Printing/Reproduction	___	Job basis; Pages printed; Direct charge
Procurement Services	___	No. transactions processed; Direct labor hours
Resource Materials	___	Total direct costs; Estimated use
Staffing	___	Direct labor hours
Travel/Meetings/Conferences	___	Mileage; Actual expense
Utilities/Facility Maintenance	___	Square feet of space occupied; Direct labor hours

Cost Allocation Worksheet (Example)

A. Direct Charge. Costs are directly billed to each partner based on specific usage.

Cost Type	A Direct Charge	B Direct Labor Hours	C Space	D Estimated Use
Rent		X	X	
Resource Room/Supplies	X			X
Telephone	X	X		X
Data Lines	X	X		X
Equipment Maintenance	X	X		X
Fax	X	X		X
Copier	X	X		X
Supplies	X	X		X
Postage	X			
Receptionist/Staff		X		X
Other	X	X	X	X

Example of an actual cost allocation chart to be used by the One-Stop Career Center.

✓ USE Table 1 to complete a cost allocation chart for your one-stop career center(s) and include in your RSA.

B. Direct Labor Hours/FTE's (Example)

	No. Of Staff (FTE positions paid) (a)	Position % (b)
Agency 1	10.0	44%
Agency 2	1.5	6%
Agency 3	8.0	35%
Agency 4	2.5	11%
Agency 5	1.0	4%
Total	23.0	100%

The percentages calculated in column (b) would be used to allocate other costs (i.e., telephone) that would have a relationship to Direct Labor Hours/FTE's (see charge above).

- ✓ USE Table 2 to determine Direct Labor Hours/FTE's in your one-stop career center(s) and include in your RSA.

C. Space/Square Footage (Example)

Space Utilization	Dedicated (a)	Shared Dedicated Resource Room (b)	Subtotal (c)	Space % (d)	Common (e)	Square Feet Total
Agency 1	2,900	200	3,100	38%	380	3,480
Agency 2	450	--	450	6%	60	510
Agency 3	2,100	200	2,300	28%	280	2,580
Agency 4	1,050	--	1,050	13%	130	1,180
Agency 5	1,100	100	1,200	15%	150	1,350
Total	7,600	500	8,100	100%	1,000	9,100

Based on the example above, Agency 1 would pay for its dedicated space plus 40% of the resource room plus 38% of the common space.

- Square feet based on actual dedicated space occupied.
- Square feet based on percentage of shared dedicated space occupied; allocated based on historical estimated use study or other allowable method.
- Add columns (a) and (b).
- Relative share of square footage is calculated; used to calculate percentage of common space to be charged to each partner. This figure would also be used to allocate other costs that would have a relationship to space.
- Total square footage of the common area is multiplied by column (d).
- Add columns (c) and (e); the total for column (f) should equal the total square footage of the One-Stop Career Center identified in the lease agreement.

- ✓ USE Table 3 to determine Space/Square Footage in your one-stop career center(s) and include in your RSA.

D. Estimated Use (Example)

Copier	Copies/Month *Historical Usage (a)	Percentage of Number of Copies (b)
Agency 1	25,000	50%
Agency 2	5,000	10%
Agency 3	10,000	20%
Agency 4	9,000	18%
Agency 5	1,000	2%
Total	50,000	100%

*Historical usage is based on appropriate samples or studies conducted annually to assure that each partner's relative share of the cost is kept current.

The percentages calculated in column (b) would be used to allocate other costs that would have a relationship to the estimated use of a cost area (i.e., copier).

- ✓ USE Table 4 to determine the Estimated Use (such as copies) in your one-stop career center(s) and include in your RSA.

Example of a Summary Table (Mathematical allocation of first month's costs/hours)

Cost Item	Allocation Method	Agency 1	%	Agency 2	%	Agency 3	%	Agency 4	%	Agency 5	%	Total
Rent	Space	\$3,800	38	\$600	6	\$1,300	13	\$2,800	28	\$1,500	15	\$10,000
Phone	FTE's	\$440	44	\$60	6	\$350	35	\$110	11	\$40	4	\$1,000
Copier	Estimated Usage	\$500	50	\$100	10	\$200	20	\$180	18	\$20	2	\$1,000
Long Distance Phone	Direct Charge	\$100	--	---	--	\$40	--	--	--	\$10	--	\$150
Reception/Staff *	FTE's	70.4 hr	44	9.6 hr	6	56 hr	35	17.6 hr	11	6.4 hr	4	160 hrs.
Total		\$4,840		\$760		\$1,890		\$3,090		\$1,570		\$12,150

* This example is based on 160 hours/month.

In the above example, the costs allocated to each of the partners are reflected both in dollars and percentages.

- ✓ Use Table 5 to determine the costs allocated to each of the one-stop partners and include in your RSA.

E. General Requirements.

The one-stop partners must respond to the following general requirements in their local RSA:

- ✓ Describe how the collocated partners will staff the Resource Area at their respective locations.
- ✓ Provide assurance that the Partners agree to provide joint case management services and career guidance where appropriate.
- ✓ Describe how the Partners will provide job search training, job development, job placement, and job retention services and employer services related to placements at their respective locations.

- ✓ Describe how staff from each of the partner agencies will be cross trained, where appropriate, to provide joint activities and services in an efficient manner. Joint activities and services may include such things as initial assessment, orientation, information and referral, full assessment, career guidance, case management, support services, referral to classroom training, post termination training, job development, job search, and job placement services.
- ✓ Describe the continuous improvement process to be used in the one-stop career center.
- ✓ Describe the financial and programmatic reporting systems to be used to track and report on the expenditures, service costs, performance and budget objectives.
- ✓ Describe how the common/shared costs associated with the one-stop career center will be distributed and invoiced among the partners, including who will assume the responsibility of payment to the common/shared vendors.

E. Period of Performance

The RSA shall become effective on July 1, 2000 and continue in effect until June 30, 2001.

Renewal Procedures.

Based upon the level of performance and the availability of funding, a one year renewal period may be granted by the NEMO WIB with the approval of the CLEO's. The partners agree to provide a jointly developed service plan and financial plan each year consisting of their provision of services, the cost sharing and cost allocation plan.

G. Modifications and Termination Procedures.

1. Modification Procedures

The partners recognize that modifications may, and probably will, be necessary during the Resource Sharing Agreement period. Other workforce investment partners may wish to join the one-stop career center at a later time. Or as time and experience clarify the extent to which the projections on which the RSA is based are correct, the agreement may need to be modified to adjust for significant or material variances that will affect the service plan or the funding plan. The partners will document the results of any material and significant variances that occur at year-end in preparation of the service plan for the next year. The partners agree to undertake modifications of the RSA collaboratively. Oral modifications shall have no effect. All modifications to the RSA must be submitted to the NEMO WIB within 30 days of the change.

2. Termination.

Any partner to the RSA who desires to withdraw from the agreement shall give sixty (60) days written notice of its intent to withdraw as a partner to the NEMO WIB. In such case, all pertinent terms of the MOU will continue in effect for the remaining one-stop partners. The NEMO WIB will review the situation in order to make necessary adjustments to the appropriate RSA, etc. Any party may withdraw from the RSA for cause. Acceptable reasons for cause are termination of funds or programs by higher authority, or loss of programs or funds to another agency. In the event of termination, the partner agrees to settle all outstanding accounts.

H. Monitoring the Resource Sharing Agreement.

- ✓ Provide assurance that the one-stop partners agree to work collaboratively to analyze performance levels, service costs and funding information at least quarterly to ensure that equitable benefit is being received by each of the partners.
- ✓ Provide assurance that the one-stop partners will develop corrective action steps to adjust significant variances in performance or material costs at the end of the annual agreement. All corrective action steps and/or corrective action plans must be submitted to the NEMO WIB.

I. Approval Signatures.

- ✓ The RSA must also include authorized signatures, agency name, title and date.