

**MEMORANDUM OF UNDERSTANDING**  
*between*  
**The Region 15**  
**CHIEF ELECTED OFFICIALS,**  
**REGIONAL WORKFORCE DEVELOPMENT BOARD,**  
*and*  
**WORKFORCE DEVELOPMENT PARTNERS**

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**I. Background.**

Congress enacted The Workforce Innovation and Opportunity Act (WIOA) to strengthen our country's workforce development system by aligning its employment, training, and education programs. This alignment of program services will combine with a metrics-based assessment of performance to improve our workforce development system. WIOA prioritizes a forward-looking one-stop system that provides integrated employment, training, and education programs responsive to the employment needs of the system's customers: job seekers, employees, and businesses. This focus will result in a one-stop system that will lead to economic growth for the individual, State, and nation.

Iowa has previously taken steps to integrate and streamline its workforce services, but WIOA requires further integration between agencies and programs. The parties to this memorandum of understanding (MOU) will come together to develop a partnership for workforce services delivery that fosters cooperation, collaboration, communication and accessibility. This MOU sets forth the framework for local-level collaboration in pursuit of attaining the goals and meeting the requirements set forth by WIOA.

Iowa's one-stop delivery system is a locally-driven system that provides the programs and services to achieve the goals set forth in the Iowa Unified State Plan:

- **Goal I:** Iowa's employers will have access to advanced, skilled, diverse, and Future Ready workers.
- **Goal II:** All Iowans will be provided access to a continuum of high quality education, training, and career opportunities.
- **Goal III:** Iowa's workforce delivery system will align all programs and services in an accessible, seamless, and integrated manner.

These goals will be accomplished by providing all customers in each region across the state access to a high-quality one-stop system with the full range of services available in their communities.

## 2. Purposes.

The purposes of this MOU are to:

- 2.1. Establish a cooperative working relationship among partners;
- 2.2. Define respective party roles and responsibilities;
- 2.3. Coordinate resources to prevent duplication;
- 2.4. Develop a one-stop system that creates a seamless customer experience;
- 2.5. Ensure the effective and efficient delivery of workforce services;
- 2.6. Establish joint processes and procedures that will enable partners to align and integrate programs and activities across the regional one-stop system;
- 2.7. Increase and maximize access to workforce services for individuals with barriers to employment; and
- 2.8. Coordinate to implement state workforce development initiatives.

## 3. Parties.

The following entities are parties to this MOU:

3.1. Region 15 Chief Elected Official Board (CEO Board).

3.2. Region 15 Workforce Development Board.

3.3. Region 15 One-Stop System Partners:

Mandatory Partners	Local Area?	Entity	Name	Telephone Number	Email Address
Career/ Technical Education	X	Indian Hills Community College	Darlas Shockley	641.683.5174	<a href="mailto:darlas.shockley@indianhills.edu">darlas.shockley@indianhills.edu</a>
Iowa Vocational Rehabilitation Services	X	IVRS	Kelli Hugo	641.954.0357	<a href="mailto:kelli.hugo@iowa.gov">kelli.hugo@iowa.gov</a>
Adult Basic Education	X	ABE	April Maldonado	641.683.5189	<a href="mailto:april.maldonado@indianhills.edu">april.maldonado@indianhills.edu</a>
Iowa Department for the Blind	X	IDB	Victoria Kollmann	515.681.4914	<a href="mailto:victoria.kollmann@blind.state.ia.us">victoria.kollmann@blind.state.ia.us</a>
SCSEP (Older Worker)	X	AARP Foundation	Cynthia Cannavo	515.287.1555	<a href="mailto:ccannavo@aarp.org">ccannavo@aarp.org</a>
		Experience Works	Tracey Dormady-Ketcham	515.243.2430	<a href="mailto:tracey_dormady-ketcham@experienceworks.org">tracey_dormady-ketcham@experienceworks.org</a>
Job Corps	X	Ottumwa Job Corps	Mark Douglas	641.682.2000	<a href="mailto:Douglas.mark@jobcorps.org">Douglas.mark@jobcorps.org</a>

Migrant/Seasonal Farm Worker	X	Proteus	Patrick Taggart	319.248.0178	<a href="mailto:patrickt@proteusinc.net">patrickt@proteusinc.net</a>
Veterans	X	Iowa Workforce Development	Linda Rouse	641.680.3591	<a href="mailto:Linda.rouse@iwd.iowa.gov">Linda.rouse@iwd.iowa.gov</a>
Trade Act	X	Iowa Workforce Development	Matt Gifford	515.725.2835	<a href="mailto:matt.gifford@iwd.iowa.gov">matt.gifford@iwd.iowa.gov</a>
Community Action (E/T)	X	FaDSS/Community Action SIEDA	Brian Dunn	641.682.8741	<a href="mailto:bdunn@sieda.org">bdunn@sieda.org</a>
Housing Authority (E/T)	X	Area XV Housing Agency	Troy Peden	641.937.5222	<a href="mailto:tpeden@areaxhousing.org">tpeden@areaxhousing.org</a>
	X	Albia Housing Agency	Marty Ryan	641.932.7859	<a href="mailto:albiahousing@iowatelecom.net">albiahousing@iowatelecom.net</a>
Unemployment	X	Iowa Workforce Development	Ryan West	515.725.1086	<a href="mailto:Ryan.west@iwd.iowa.gov">Ryan.west@iwd.iowa.gov</a>
TANF(PROMISE JOBS)	X	Iowa Workforce Development	Heidi Wicks	515.281.2810	<a href="mailto:Heidi.wicks@iwd.iowa.gov">Heidi.wicks@iwd.iowa.gov</a>
iJAG	X	Iowa's Jobs for American Graduates	Jim Lambert	515.725.1027	<a href="mailto:Jim.lambert@iowa.gov">Jim.lambert@iowa.gov</a>
Ottumwa Residential Facility	X	DOC	Donn Bruess	641.682.3069 x 201	<a href="mailto:Donn.Bruess@iowa.gov">Donn.Bruess@iowa.gov</a>

1. Title I Adult, Dislocated Worker and Youth
2. WIOA Title II Adult Education and Literacy
3. WIOA Title III Wagner-Peyser
4. WIOA Title IV Vocational Rehabilitation
5. WIOA Title IV Iowa Department for the Blind
6. Title V Older Americans Act
7. Carl Perkins Career Technical Education
8. Job Corps
9. Proteus/ Migrant Seasonal Farmworkers
10. Veterans
11. Trade Adjustment Act
12. Community Services Block Grant (Employment & Training)
13. Housing and Urban Development (Employment & Training)
14. Unemployment Compensation

15. TANF/PROMISE JOBS
16. iJAG
17. Department of Corrections

#### **4. Region 15 Vision and Goals.**

IowaWORKS Southern Iowa will deliver a demand driven system that focuses on building a workforce of skilled individuals that will enable the employers of our region to remain competitive in a global environment. The One Stop system within our Region is a comprehensive, integrated service delivery system that is responsive to the employment and training needs of the customers we serve and incorporates the products and services of our partners in order to assure that customer needs are met without duplicating services and are delivered efficiently and cost effectively.

The values governing Region 15 include the following:

- \* Effective partnerships are not only maintained but expanded and strengthened
- \* Ongoing commitment to braid funds through partnerships in service management
- \* Working in partnership to ensure workers possess a solid work ethic with appropriate skill sets

The longer term goals for Region 15 are summarized as:

- \* Region 15 is committed to partnering with business and education to ensure we have workers who possess the needed skill sets within the region.
- \* Region 15 is committed to expanding the Future Ready Iowa initiative.
- \* Region 15 will create training opportunities for businesses through the Employers Council of Iowa in Region 15.
- \* Develop Sector Boards for Manufacturing and Healthcare industries.
- \* Develop credentialing opportunities for high demand occupations.
- \* Develop innovative opportunities for job seekers to locate employment opportunities.
- \* Increase accessibility options for individuals with disabilities.
- \* Increase accessibility to soft skill workshops to individuals with transportation barriers.
- \* Identify and meet employer needs by focusing on sector strategies, career pathways and better aligning state and federal programs and initiatives, including public-private partnerships, to support high-skill, high-demand jobs.
- \* Communicate high-demand career pathways to students, parents, teachers, counselors, workers and community leaders through career planning, including an interactive portal of career opportunities and required credentials and experience.
- \* Improve college and career readiness, increase interest and achievement in science, technology, engineering and math (STEM) study and careers.
- \* Through input received through Sector Boards we will develop a high demand topic list for employer training for ECI events.
- \* Update our technology and assistive devices to ensure we can meet the needs of individuals with disabilities.
- \* Provide soft skills workshops via ICN to the local ICN sites to provide training opportunities for those who cannot travel to the one-stop center.
- \* Grow ESL program and integrate with the Public School system and GAP/PACE.

## Strategies

1. Identify and quantify employers' education, training, and employment needs and capture those needs in a talent supply and demand interactive portal to be driven by a public-private collaborative, leveraging and institutionalizing the sector strategies and career pathway methodologies.
2. Improve degree and credential completion and target resources to support attainment of high-demand credentials, degrees, and certifications valued by employers, including for those individuals with barriers to employment.
3. Cultivate, develop and align work-based learning opportunities including, but not limited to STEM school-business partnerships, student internships, teacher externships and apprenticeships for individuals through public-private partnerships
4. Create a system of coordinated resources to engage, assist, and reinforce Future Ready career guidance for parents, students, educators and adults.
5. Ensure secondary students have access to high quality career and technical educational programs aligned with labor market needs.
6. Ensure all Iowa students meet high state academic standards, including being literate by the end of the third grade and achieving STEM disciplines.
7. Increase rigorous concurrent post-secondary enrollment opportunities in high demand career pathways, including STEM disciplines.
8. Institutionalize the college-going process within secondary schools statewide
9. Elevate and operationalize promising financial literacy models that impact student borrowing.
10. Nurture entrepreneurial connectivity and skills development.

Work readiness skills continue to surface as a critical need as expressed by employers, schools, and other stakeholders who struggle to deal with those who do not practice positive work ethic. IowaWORKS has long-term experience in accessing and presenting work readiness curriculum which assists to address this issue.

The skills new workers (youth) are lacking, including basic work ethics, interviewing skills, basic academic skills, responsibility, organizational skills, and self-esteem can be addressed in paid or unpaid work experiences. Additional service providers, including area schools, expand the ability to provide needed training for youth through the referral process and providing Pre-employment Training (PET). Those referrals will be made on an individual basis, meeting the needs of each person. Youth needing English as a second language will be referred to programs such as that offered by AEL.

The workforce development board will review WIOA performance ongoing in order to support regional economic development growth. The RWDB will review performance and fiscal data on a quarterly basis and as requested. The boards will use that information and public comment to evaluate performance and to determine the need for continuous improvement activities.

Region 15 has a long history of working collaboratively with various partners within the region. Ongoing partner meetings have been held with multiple providers to determine what services are currently being offered through various programs and identify gaps within the current service

structure. In this way, partners are able to maximize services and funding levels and the participants benefit by having a more complete, comprehensive service plan to reach self-sufficiency. In turn, the region is more likely to meet performance goals.

**5.** The Region 15 one-stop system partners will report on the progress of the WIOA performance measures and all partners agree to discuss ways of mutually attaining these performance measures to reach shared outcomes. All partners also agree to work collaboratively on attaining the DOL Common Performance Measures and involve a number of partners. This collaboration includes strategizing on approaches to attain these measures and providing data to the performance reporting system.

## **6. Term.**

This MOU commences on July 1, 2016, and concludes June 30, 2019. The Parties may agree to amend this MOU at any time before its designated conclusion date.

## **7. Development and Implementation.**

This MOU will be developed and implemented in two phases:

- **Phase I:** Phase I of this MOU focuses on the operation of the one-stop system. This phase will foster alignment and integration of programs and services and specify the responsibilities of the Partners under WIOA.
- **Phase II:** Phase II will be an addendum to this MOU that will incorporate and include Phase I. Phase II will include the application of an agreed upon formula or plan developed by State Partners. Phase II will address costs of services, operational costs, and infrastructure costs in accordance with WIOA section 121(c)(2)(A)(ii). Phase II will take effect in accordance with the deadline set by the United States Department of Labor (USDOL) and United States Department of Education (USDOE).

By signing this MOU, the Partners agree to adhere to and execute Phase I and support and participate in good faith in the development of Phase II.

## **8. Legal Obligations.**

The parties propose to coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, services, activities, and entities. Nothing in this MOU supersedes any provision of WIOA or any other state or federal statutes or regulations. The parties agree to amend this MOU in response to changes in applicable state and federal law in order to ensure compliance with applicable state and federal law.

## **9. One-Stop System Description.**

## Basic Career Services

Basic career services must be made available to all individuals seeking services served in the one-stop delivery system, and include:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including identification through the state's Worker Profiling and Reemployment Services system of unemployment insurance (UI) claimants likely to exhaust benefits), and orientation to information and other services available through the one-stop delivery system;
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs;
- Labor exchange services, including— Job search and placement assistance, and, when needed by an individual, career counseling, including— Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA); and,
- Provision of information on nontraditional employment (as defined in sec. 3(37) of WIOA);
- Provision of referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including— Job vacancy listings in labor market areas;
- Information on job skills necessary to obtain the vacant jobs listed; and
- Information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs;
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers;
- Provision of information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system;
- Provision of information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program; benefits under the Supplemental Nutrition Assistance Program (SNAP); assistance through the earned income tax credit; housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban Development (HUD)<sup>1</sup>; and assistance under PROMISE JOBS (The State program for Temporary Assistance for Needy Families (TANF)), and other supportive services and transportation provided through that program;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- Provision of information and assistance regarding filing claims under UI programs, including meaningful assistance to individuals seeking assistance in filing a claim— Meaningful assistance means providing assistance: On-site using staff who are properly trained in UI claims, filing, and/or the acceptance of information necessary to file a claim, or By phone or

via other technology, as long as the assistance is provided by trained and available staff and within a reasonable time;

- The costs associated in providing meaningful assistance may be paid for by the State's UI program, the WIOA Adult or Dislocated Worker programs, the Wagner-Peyser Employment Service, or some combination thereof these funding sources.

### **Individualized Career Services:**

If one-stop center staff determine that individualized career services are appropriate for an individual to obtain or retain employment, these services must be made available to the individual. These services must be available in all one-stop centers. One-stop center staff may use recent previous assessments by partner programs to determine if individualized career services would be appropriate. These services include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include— Diagnostic testing and use of other assessment tools; and
- In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers;
- Group and/or individual counseling and mentoring;
- Career planning (e.g. case management);
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training, in some instances pre-apprenticeship programs may be considered as short-term pre-vocational services;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

### **Follow-up Services**

Follow-up services must be provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. Counseling about the work place is an appropriate type of follow-up service. Follow-up services do not extend the date of exit in performance reporting.



## **10. Responsibilities of the Parties.**

- 10.1. The parties agree to participate in joint planning and modification of activities to result in:
  - 10.1.1. Continuous partnership building;
  - 10.1.2. Continuous planning responsive to State and federal requirements;
  - 10.1.3. Timely response to specific local economic conditions including employer needs; and
  - 10.1.4. Adherence to common data collection and reporting needs.
- 10.2. Make available to customers through the one-stop delivery system the services that are applicable to the partner's programs;
- 10.3. Participate in the operation of the one-stop system consistent with the terms of this MOU and requirements of applicable law;
- 10.4. Participate in staff capacity-building and development, including but not limited to cross-training between partner staff;
- 10.5. Participate in one-stop assessments under applicable state policies and procedures, utilizing state standards created to develop a base-line for one-stop center and system certification and continuous improvement as required by WIOA section 121(g); and
- 10.6. Develop, offer and deliver quality business services that assist industry sectors in overcoming the challenges of recruiting, retaining and developing talent for the regional economy.

## **11. Methods of Customer Referral and Tracking.**

The partners agree to develop a referral process to aid in the integration and alignment of services within the regional one-stop system. The referral process must help create a more seamless customer experience by providing convenience of services to individuals and businesses. This process also provides for a continuum of services and follow-up to ensure customer needs have been met. All partners agree to follow the Region 15 one-stop center referral process outlined in Attachment A via the following documents: Referral Form.

Attachment A visualizes the customer flow throughout the partners. The Referral form will be utilized by all partners to provide referral information to the various partners for services.

### **Process for Referrals:**

Customers will receive an informal assessment of their needs by an agency. Based on this assessment they will be referred to partner agencies. The referral form (Attachment A) will be completed and emailed to [Region15.web@iwd.iowa.gov](mailto:Region15.web@iwd.iowa.gov). The mailbox will be monitored by Linda Saxton Kent. The following will occur once the referral is received.

1. The referral will be assigned a tracking number and written on the upper right hand corner of the referral form.

2. The referral will be documented in IWorks via notes with the following information:
  - a. Date Received
  - b. Name of Agency and Staff member who made the referral
  - c. Name of Agency being referred to
  - d. Reason for Referral
  - e. Tracking number
3. The referral will also be documented under Service Referral in IWorks.
4. The referral will be forwarded via email to the assigned point of contact for the Agency being referred to.
  - a. The Referred Agency will acknowledge receipt of the referral and will attempt to make two contacts with the individual within 1 week. and if the customer does not respond the receiving agency will contact the referring agency so that they can follow up.
    - i. At this point, the referral is considered null. The referring agency will contact the customer and make decisions on next steps and whether or not another referral is appropriate at that time.
5. Once an outcome has been established for the referral, the accepting agency will report the outcome to the [Region15.web@iwd.iowa.gov](mailto:Region15.web@iwd.iowa.gov) email address. Ensure that the referral number is included on the email. The following outcomes need to be reported:
  - a. Referral did not meet eligibility
  - b. Referral is receiving services
  - c. Referral is on a wait list and indicate time frame.
6. All referrals received that have not received an outcome will receive a follow-up by Brenda Curran 30 days after referral to the referred agency.
7. When possible partner agencies will meet with the client conjunctively to address needs.

## **12. Increased and Maximized Access**

The Partners agree that meeting WIOA's mandate for increased access to the Region's workforce services—particularly for individuals with barriers to employment—must be a priority as we work together to deliver workforce services. This necessarily includes outreach to individuals with barriers to employment, a group that includes members of the following populations:

Individuals with disabilities, including but not limited to individuals with vision loss,

- 12.1. Displaced homemakers
- 12.2. Low-income individuals
- 12.3. Native Americans, including Indians, Alaska Natives and Native Hawaiians as those terms are defined in WIOA section 3
- 12.4. Individuals age 55 and older
- 12.5. Returning citizens (ex-offenders)
- 12.6. Homeless individuals
- 12.7. Youth who are in or have aged out of the foster care system

- 12.8. English language learners, a group that is also often referred to as individuals with Limited English Proficiency (LEP)
- 12.9. Individuals who have low levels of literacy
- 12.10. Individuals facing substantial cultural barriers
- 12.11. Eligible migrant and seasonal farmworkers
- 12.12. Single parents, including single pregnant women
- 12.13. Long-term unemployed individuals
- 12.14. Individuals within two years of exhausting lifetime eligibility under part A of title IV of the Social Security Act

To achieve the priority of increased access for individuals with barriers to employment, the parties will:

- Leverage the expert knowledge of its membership and collaborate to maximize access to workforce services;
- Conduct outreach to stakeholders and other organizations within the Region; and
- Participate in state workforce development accessibility initiatives.

### **13. Common Performance Measures.**

The Partners will collaborate to achieve common performance indicators outlined in the State of Iowa Unified State Plan and any modifications made thereto. This collaboration includes strategizing on approaches to attain these measures and providing data in the method and of the substance requested by state-level partner agencies.

### **14. Service Design.**

The Partners will work together to achieve an integrated partnership that seamlessly incorporates the services provided by Partner programs. The Partners will collaborate to develop and implement operational policies, procedures and proven and promising practices that reflect an integrated system of performance, communication and case management, and use technology to achieve integration and expanded service offerings.

#### **14.1. Alignment of Services.**

The Partners will collaborate to develop policies, procedures and proven and promising practices to facilitate the organization and integration of workforce services by function (rather than by program) when permitted by a program's authorizing statute and as appropriate. This will include coordinating staff communication, capacity building, and training efforts. Functional alignment includes having One-Stop Center staff who perform similar tasks serve on relevant functional teams (e.g. Skills Development Team, Business Services Team). Service integration will focus on serving all customers seamlessly (including individuals with barriers to employment) by providing a full range of services staffed by cross-functional teams, consistent

with the purpose, scope and requirements of each Partner Program.

#### **14.2. Career Services.**

Career Services include a variety of self-help services and services requiring more staff involvement, generally provided to individuals deemed to be in need of more intensive/training services to obtain employment; or who are employed but deemed to be in need of more intensive or individualized services to obtain or retain employment that allows for self-sufficiency.

Each partner is responsible for the provision of services associated with the One-Stop system site. The levels of service begin with a set of basic career services available to the universal population. Further assessments may necessitate the need for more intensive or individualized services. These services, customized and based upon the Region 15 needs, are described in a detailed narrative and are outlined in Table format in the Attachment B documents.

Attachment B "Partner Services Responsibilities" identifies the services each required partner will provide and the methods of service delivery each partner will use to ensure that integration and non-duplication of services is addressed.

#### **14.3. Employer Services.**

WIOA requires that Local One-Stop Systems provide workforce services that meet the labor-market needs of employers. To meet this requirement, the Partners will collaborate to achieve an integrated approach to business services delivery. This will include the implementation of business-focused outreach and initiatives:

##### **14.3.1. Employer-Focused Outreach.**

The Partners will create an Integrated Business Services Team that includes local staff from each core partner agency to:

- a. Facilitate engagement of employers in workforce services programs;
- b. Offer and deliver quality business services that assist specific businesses and industry sectors in overcoming the challenges of recruiting, training, retaining, and developing talent for the regional economy;
- c. Identify and develop a clear understanding of industry skill needs, strategies for assisting employers and coordinating business services activities across programs;
- d. Incorporate an integrated and aligned business services strategy among partner to present a unified voice for the One-Stop Center in its communications with employers; and
- e. Engage employers to develop sector partnerships that are responsive to labor-market trends.

##### **14.3.2. Business-Focused Initiatives.**

The partners will develop policies, procedures and promising practices regarding the development of programs and activities that may include but are not limited to

implementation of initiatives such as:

- a. Incumbent worker training programs;
- b. On-the-job training;
- c. Customized training programs;
- d. Registered apprenticeships;
- e. Industry and sector partnerships;
- f. Career pathways; and
- g. Public-Private partnerships.

#### **14.4. Equal Opportunity.**

The parties agree to obey all applicable state and federal nondiscrimination laws. The parties shall not unlawfully discriminate against any customer, applicant for employment, or employee of a party to this MOU or other entity. The parties shall adhere to the policies, procedures, and guidance issued by the State of Iowa Workforce Development Board and state-level partner agencies regarding equal opportunity, nondiscrimination, and increased accessibility. Nothing in this Section shall be construed as limiting the parties' agreement to increase and maximize access for individuals with barriers to employment under Section 11 of this MOU.

#### **14.5. Integrated Management System.**

WIOA emphasizes technology as a critical tool in making possible all aspects of information exchange including client tracking, common case management, data collection, and reporting. Iowa Workforce Development, Iowa Vocational Rehabilitation Services, Iowa Department for the Blind, and Iowa Department of Education, Adult Education and Literacy, are working to develop technological enhancements that allow interfaces of common information needs for WIOA implementation. To support the use of these tools, the One-Stop Partner agrees to:

- 14.5.1. The principles of common reporting and shared information through electronic mechanisms including shared technology;
- 14.5.2. Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements; and
- 14.5.3. Develop a process for shared case management that coordinates services and leverage funding to meet the employment needs of an individual job seeker/customer.

#### **14.6. Confidentiality.**

The parties agree to comply with provisions of WIOA, the Wagner-Peyser Act, the Rehabilitation Act of 1973, and the Adult Education and Literacy Act, and any other applicable requirement of state or federal law to assure that customer information shall be shared solely for the purpose of enrollment, referral, or provision of services. When required under applicable state or federal law, a release of information will be obtained from the customer before sharing confidential protected information. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies, procedures, and guidance of the other parties.

## **15. Amendment.**

This MOU may be amended at any time upon mutual agreement of the parties. Any amendment to this MOU must be consistent with federal, state or local laws, regulations, rules, plans, or policies. Any amendment of this MOU must involve the process outlined in this section.

A party may request to amend this MOU during its term. A party seeking an amendment must submit a written request to each party. The request must include:

- 15.1. The requesting Partner's name;
- 15.2. The reason(s) for the amendment request;
- 15.3. Each section of this MOU that will require revision;
- 15.4. The desired date for the amendment to take effect; and
- 15.5. The signature of an authorized representative of the requesting Partner.

After receipt of an amendment request, the parties must attempt to reach consensus on amending this MOU. If the parties reach unanimous agreement to amend this MOU, this MOU may be amended. Each party must execute the amended MOU via an authorized representative for the amended MOU to take effect. If a party objects to the requested amendment to this MOU and consensus on amending this MOU cannot be reached, the requesting party may utilize the Dispute Resolution process outlined in Section 15 to seek amendment of this MOU.

## **16. Dispute Resolution.**

The parties agree to act in good faith to implement this MOU to help execute the local plan. However, should a dispute arise among the parties while attempting to implement the provisions contained in Phase I of this MOU that results in an impasse, the parties agree to utilize the following process:

- 16.1. A written document detailing the dispute must be submitted to the State of Iowa Workforce Development Board, with a copy delivered by U.S. mail or email to each of the parties to this MOU.
- 16.2. The State Workforce Development Board will appoint a standing committee to review and work with the parties to attempt to resolve the impasse. Impasses involving state level partners will have the participation of their respective executive director or administrator, or their designees, in all resolution activities.
- 16.3. If the standing committee successfully brokers a resolution to the dispute, the parties must execute a written agreement containing the terms of the dispute resolution. The standing committee must then make a written report to the State Workforce Development Board at the first meeting to occur after the impasse is resolved and agreement between the parties is executed, detailing the dispute and the resolution. The State Workforce Development Board must publish the standing committee's report on its website.
- 16.4. In the event the dispute cannot be resolved within thirty (30) days, the standing

committee will make a recommendation to the State Workforce Development Board regarding a resolution to the impasse. At its next meeting, the State Workforce Development Board will vote on whether to adopt the standing committee's proposed resolution.

**16.4.1.** If the State Workforce Development Board votes to not adopt the standing committee's proposed resolution, the State Workforce Development Board may direct the standing committee to engage in further efforts to resolve the dispute or dissolve the standing committee and create another standing committee to take the initial standing committee's place.

**16.4.2.** If the State Workforce Development Board adopts the standing committee's proposed resolution, the standing committee must draft a report detailing the dispute, its efforts to resolve the dispute, and the resolution. The State Workforce Development Board must post the standing committee's report on its website.

The policies and procedures outlined in this section will not apply to any dispute among the parties regarding cost or resource sharing. Any dispute among the parties regarding cost or resource sharing must be subject to a separate and distinct dispute resolution process that will be outlined in Phase II of this MOU and be compliant with WIOA.

## **17. Termination.**

**17.1.** The parties understand that implementation of the one-stop system 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.

**17.2.** In the event that it becomes necessary for one or more party to cease being a party to this MOU, said party shall notify the other parties and the State Workforce Development Board, in writing, ninety (90) days in advance of that intention.

**17.3.** A party's termination in whole or in part of its participation in this MOU will not affect its duties and obligations under any applicable federal or state law, including but not limited to WIOA.

**17.4.** A party's termination in whole or in part of its participation in this MOU will be effective only as to that entity.

**17.5.** If a party terminates in whole or in part its participation in this MOU, this MOU will remain in full force and effect as to all other parties.

**17.6.** A party's termination in whole or in part its participation in this MOU will trigger a review of the regional workforce development board's certification under WIOA section 107(c) and local workforce development area's designation under WIOA section 106(b) by the State Workforce Development Board which will result in recommendations to the Governor of the State of Iowa.

## **18. No Indemnification and Liability.**

By executing this MOU each partner agrees to work together to deliver Region 15 one-stop services for employers, employees, and those seeking employment. However, the parties are not legally "partners" to the extent that term encompasses joint and several liabilities under Iowa law. Each partner under this MOU is responsible for its own employees, representatives, agents, and subcontractors.



# MEMORANDUM OF UNDERSTANDING

## Signature Page

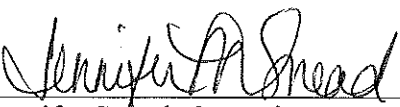
Region 15

Agreement 7/01/2016- 6/30/2019

By signing this Memorandum of Understanding, all partners have reviewed the MOU and find it accurately reflects a general understanding of their involvement in the Region 15 One-Stop System.

*Indian Hills Community College*

*Title I Adult, Dislocated Worker and Youth*


  
Jennifer Sneed, Operations Manager

6/6/16  
Date

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*Indian Hills Community College*

*Title II Adult Education and Literacy*

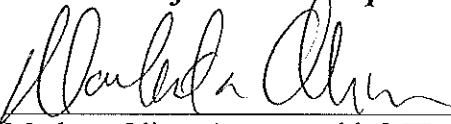
  
Noel Gorden, Director of Learning Services

6-6-2016  
Date

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*Iowa Workforce Development*

*Title III Wagner-Peyser*

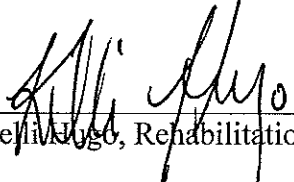
  
Marketa Oliver, Division Administrator

06-22-16  
Date

---

*Iowa Vocational Rehabilitation*

*Title IV Vocational Rehabilitation*

  
Kelli Hugo, Rehabilitation Supervisor

6/6/2016  
Date

**MEMORANDUM OF UNDERSTANDING**

Signature Page, continued

*Iowa Department for the Blind*

*Title IV Vocational Rehabilitation*

Keri Osterhaus

6-21-2016

Keri Osterhaus, Program Administrator

Date

*Indian Hills Community College*

*Carl Perkins Career Technical Education*

Darlas Shockley

6-6-16

Darlas Shockley, Director

Date

*Experience WORKS*

*Title V Older American Act*

David Hicks

6/6/16

David Hicks, State Program Manager

Date

*Ottumwa Job Corps*

*Job Corps*

Mark Douglas

6/7/16

Mark Douglas, Director

Date

*SIEDA/FaDSS*

*Community Action Agency*

Brian Dunn

6/8/16

Brian Dunn, Director

Date

**MEMORANDUM OF UNDERSTANDING**  
Signature Page, continued

*Proteus, Inc.*

*Migrant/Seasonal Farmworker*

\_\_\_\_\_  
Jesus Soto, CEO

\_\_\_\_\_  
Date

*Iowa Workforce Development*

*Veterans Services*

\_\_\_\_\_  
Marketa Oliver, **Division Administrator**

\_\_\_\_\_  
06.22.16  
Date

*Iowa Workforce Development*

*Trade Adjustment Act*

\_\_\_\_\_  
Marketa Oliver, **Division Administrator**

\_\_\_\_\_  
06.22.16  
Date

*Iowa Workforce Development*

*Unemployment Compensation*

\_\_\_\_\_  
Ryan West, **Program Coordinator**  
**Division Administrator**


\_\_\_\_\_  
6/22/16  
Date

**MEMORANDUM OF UNDERSTANDING**

Signature Page, continued

*Iowa Workforce Development*

*TANF/PROMISE JOBS*

  
Marketa Oliver, Division Administrator

6/22/16  
Date

*Area XV Housing*


*Housing and Urban Development*

  
Troy Peden, Executive Director

6/8/16  
Date

*Albia Housing Authority Agency*

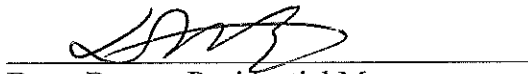
*Housing and Urban Development*

  
Marty Ryan, Executive Director

6/6/2016  
Date

*Ottumwa Residential Facility*

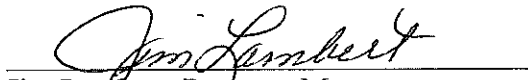
*Department of Corrections, 8<sup>th</sup> Judicial District*

  
Donn Bruess, Residential Manager

6/8/16  
Date

*iJAG*

*Iowa's Jobs for American Graduates*

  
Jim Lambert, Program Manager

6/6/2016  
Date

**MEMORANDUM OF UNDERSTANDING**

Signature Page

Region 15

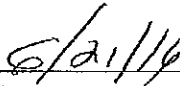
Agreement 7/01/2016- 6/30/2019

By signing this Memorandum of Understanding, all partners have reviewed the MOU and find it accurately reflects a general understanding of their involvement in the Region 15 One-Stop System.

*Denison Job Corps*

*Job Corps*

  
\_\_\_\_\_  
Jim Whitmire, Director

  
\_\_\_\_\_  
Date



1. The first part of the document is a list of names and addresses.

2. The second part is a list of names and addresses.

3. The third part is a list of names and addresses.

4. The fourth part is a list of names and addresses.

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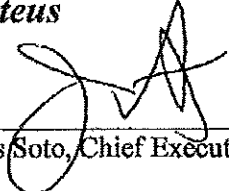
9. The ninth part is a list of names and addresses.

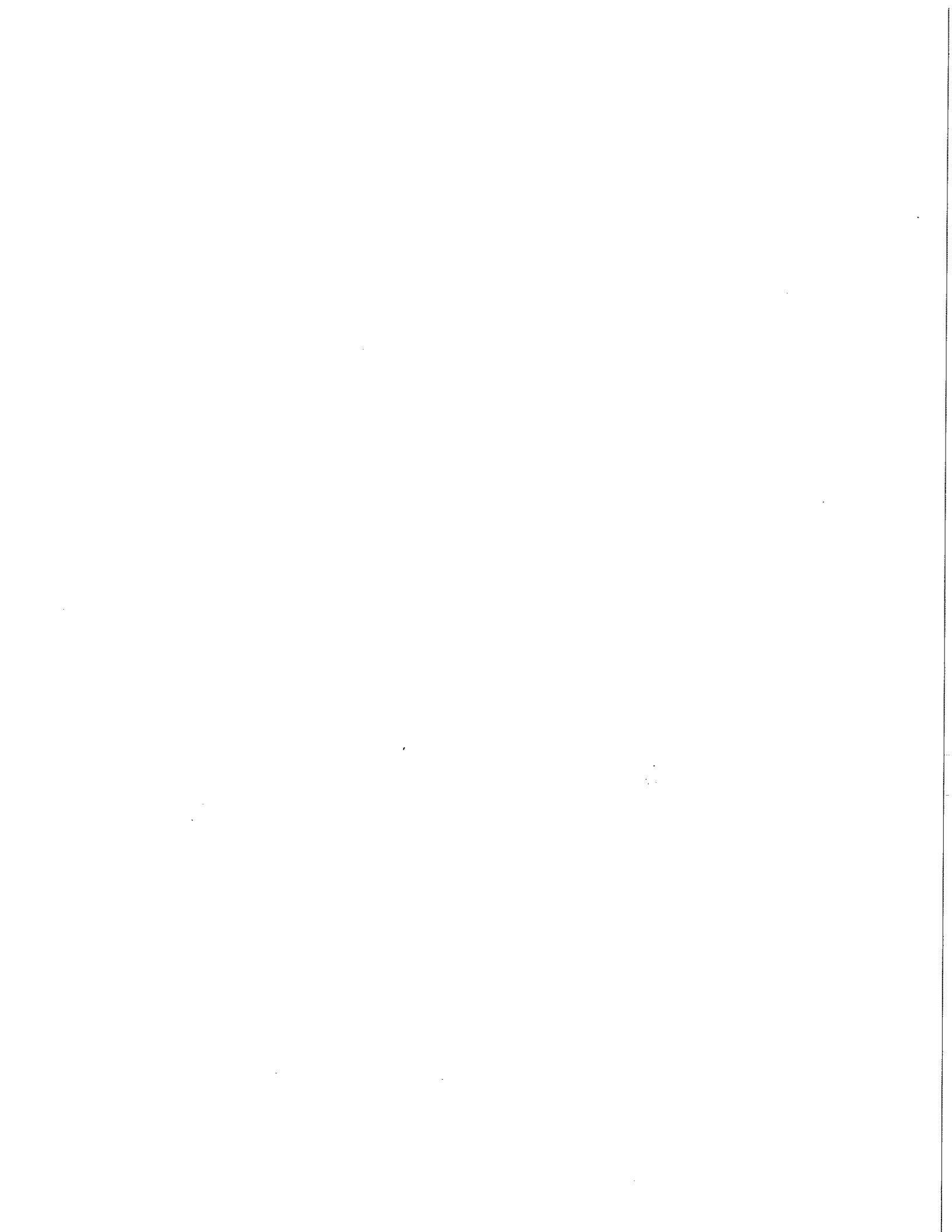
10. The tenth part is a list of names and addresses.

# MEMORANDUM OF UNDERSTANDING

Signature Page, continued  
Agreement 7/01/2016- 6/30/2019

By signing this Memorandum of Understanding, all partners have reviewed the MOU and find it accurately reflects a general understanding of their involvement in the Regions.

<p><i>Proteus</i></p>  <hr/> <p>Jesus Soto, Chief Executive Officer</p>	<p><i>Migrant/ Seasonal, Farmworker</i></p> <p>5/27/2016</p> <hr/> <p>Date</p>
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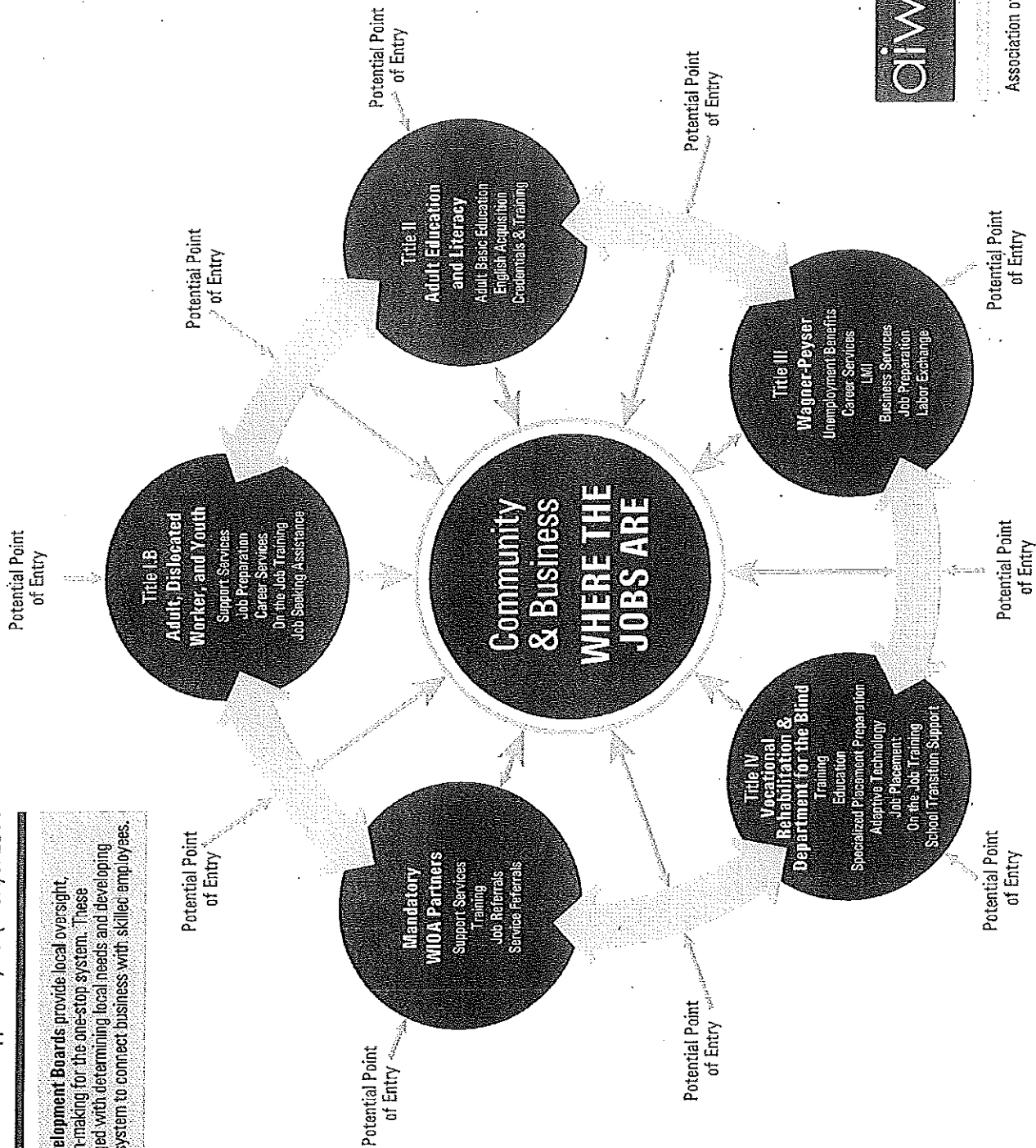




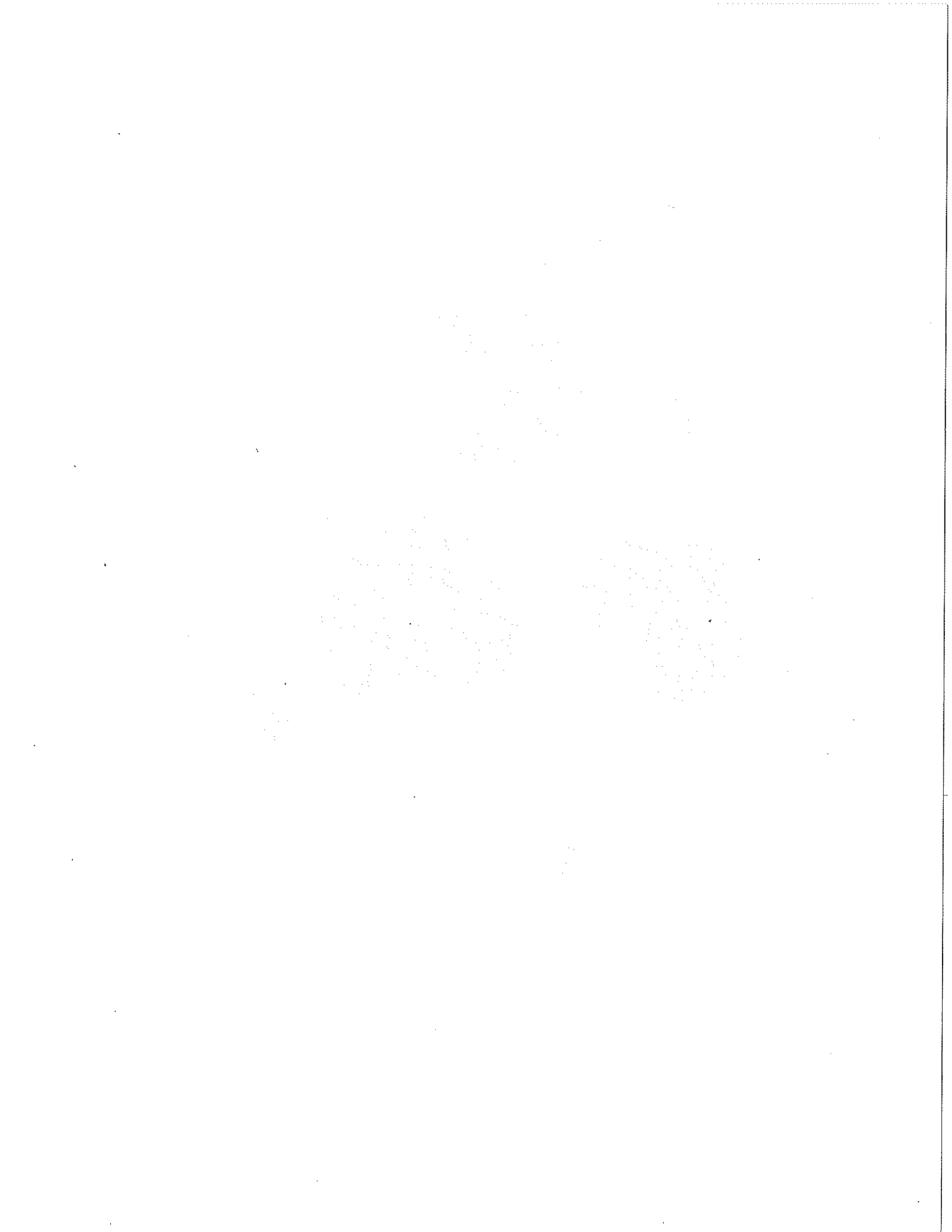
# THE ONE-STOP SYSTEM

Under the Workforce Innovation and Opportunity Act (WIOA) of 2014

Regional Workforce Development Boards provide local oversight, accountability, and decision-making for the one-stop system. These appointed boards are charged with determining local needs and developing pathways throughout the system to connect business with skilled employees.



Association of Iowa Workforce Partners  
2016



## WIOA PARTNER NETWORK REFERRAL FORM

Tracking #: \_\_\_\_\_

**How can we assist you? Please check all that apply:**

- |  |   |
|--|---|
| <input type="checkbox"/> Assistance in finding a job<br><input type="checkbox"/> Benefit from additional training<br><input type="checkbox"/> Basic Skills/Refresher Session<br><br><input type="checkbox"/> Work on farm or in agriculture<br><input type="checkbox"/> Services like child care, transportation, housing, etc | <input type="checkbox"/> Need a high school equivalency diploma<br><input type="checkbox"/> Learn English<br><input type="checkbox"/> Significant Physical or mental impairment, or vision loss<br><input type="checkbox"/> 55 and Older<br><input type="checkbox"/> Other: _____ |
|--|---|

**Customer Information:**

Name: \_\_\_\_\_ DOB: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ Zip: \_\_\_\_\_

Phone Number: \_\_\_\_\_ Email address: \_\_\_\_\_

Alternate/Message Phone: \_\_\_\_\_ Are you a Veteran?  Yes  No

**Referring Agency:**

Agency: \_\_\_\_\_ Name: \_\_\_\_\_ Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Please complete the information below ONLY if you wish information be shared between agency listed above and those marked below:

I \_\_\_\_\_ (client name) authorize the referring agency listed above and the agency/ies being referred (as checked below) to share information about me regarding this referral. I have been informed of the intended purpose and use of this information. The information being provided will not be further released without my consent except that which pertains to State or Federal regulations that govern the activities of these partner agencies. This form will not release any educational or medical information or other protected information. I have been informed of the meaning of this release and my signature on it amounts to a waiver of any claim I might assert against any individual or agency.

Check all that apply for a referral:		
<input type="checkbox"/> Adult Dislocated Worker and Youth (IowaWORKS)	<input type="checkbox"/> Indian Hills Adult Basic Education	<input type="checkbox"/> Resume/Soft Skills/Interview Prep (IowaWORKS)
<input type="checkbox"/> Iowa Vocational Rehabilitation Services	<input type="checkbox"/> Iowa Department for the Blind	<input type="checkbox"/> Indian Hills Community College Carl Perkins Program
<input type="checkbox"/> Job Corps	<input type="checkbox"/> Area XV Housing Agency	<input type="checkbox"/> Veterans Programs
<input type="checkbox"/> Trade Adjustment Act	<input type="checkbox"/> Albia Housing Agency	<input type="checkbox"/> SIEDA/FaDSS
<input type="checkbox"/> PROTEUS	<input type="checkbox"/> Ottumwa Housing Agency	<input type="checkbox"/> PROMISE JOBS
<input type="checkbox"/> Experience Works Senior Worker Program	<input type="checkbox"/> AARP Senior Worker Program	<input type="checkbox"/> IowaWORKS Unemployment Insurance

Client Signature: \_\_\_\_\_

Date: \_\_\_\_\_

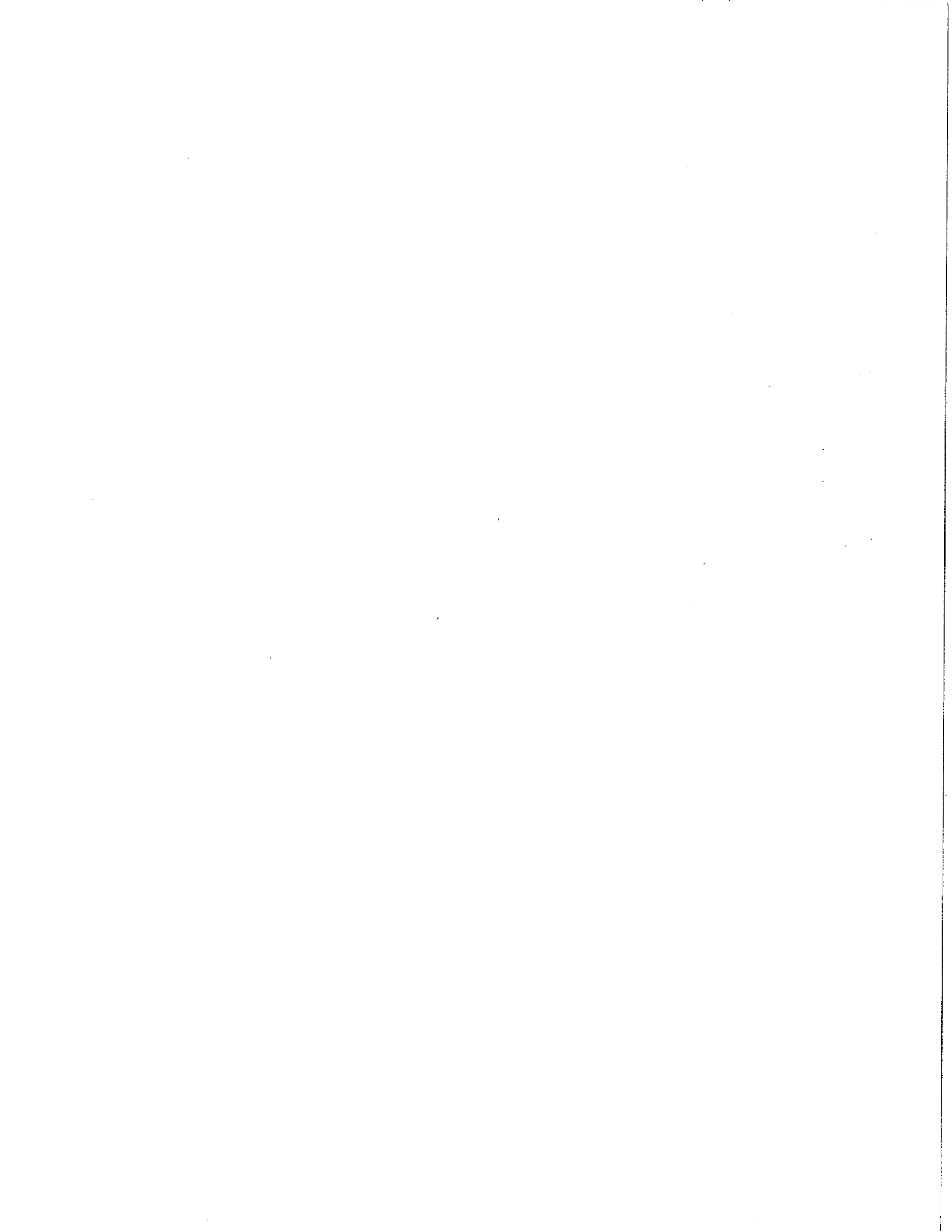
Parent/Guardian Signature \_\_\_\_\_

(if under 18 years of age)

Date: \_\_\_\_\_

Referring Agency Signature: \_\_\_\_\_

Date: \_\_\_\_\_



## Partner Services Responsibilities

WIOA Section 121 identifies the federal programs and requires that the services and activities under each of those programs must be made available through each local area's One-Stop Delivery System. The entities that receive the federal funds for each of these programs and/or have the responsibility to administer the respective programs in the Area are required partners under WIOA.

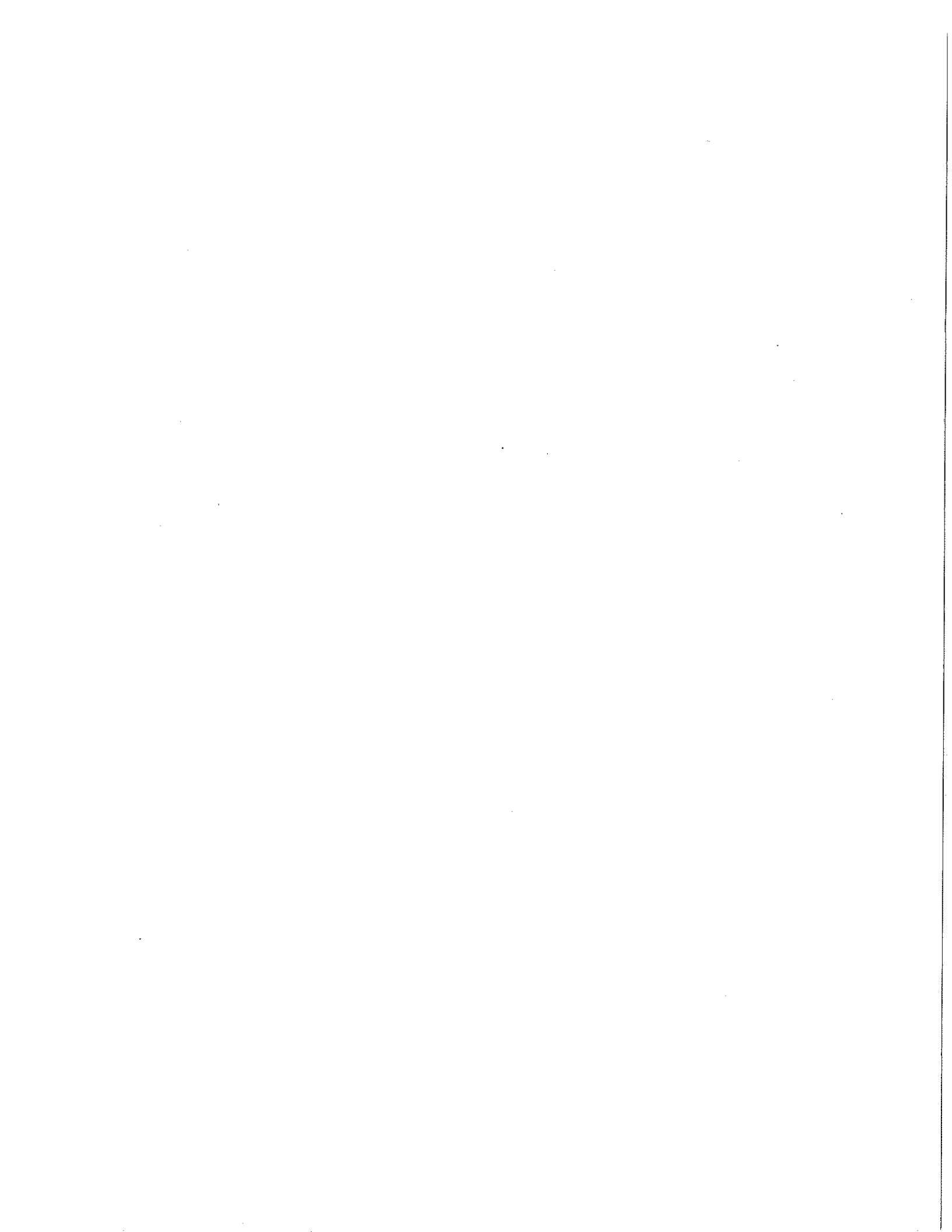
**Required Partner Services:** The table below identifies the services each required partner will provide and the method(s) of service delivery each partner will use. The services are identified by the corresponding numbers listed for each in the One-Stop Services document (Appendix B). The service delivery methods are identified by the codes listed in the One-Stop Services document (Appendix B). Include all core partners and any required partners subject to the local needs.

Partner Name	Program Name	Services (Enter number)			Service Delivery Method by Location Code
		Career	Training	Employer	
Adult Education and Literacy Program	Ottumwa AEL	2-3, 6, 10-12, 16, 20			FT, T, B
Wagner –Peyser	Ottumwa WP	1-5, 10-16, 18-20		1-4, 6-8	FT, T
Iowa Vocational Rehabilitation Services	Ottumwa IVRS	1-8, 10-19, 21	1-4, 5-7, 9	1-5, 7-8	FT, T, B
Iowa Department for the Blind	Employment Services/ Business Enterprises	1-6, 8, 10, 13, 15, 18	1-7, 9	1-3, 7	T, A, B, O
Job Corps	Ottumwa Job Corps	1-8, 10-21	1, 5-8		C, T
Migrant Seasonal Farm Worker	MSFW	2-4, 6, 8-11, 13-14, 17-18			T, B
Senior Community Service Program	Experience WORKS	1, 4, 12, 15-17	2, 5, 7	3	T, B
Perkins Career and Technical Education	IHCC	2, 6, 10, 12, 17	1		T
Trade Adjustment Act	TAA	1-20	1-11	1-8	T, B
Job for Veterans State Grant	DVOP	1-5, 11-16, 18, 20		3, 4, 6	FT, T, B
Community Action Agency	SIEDA/FaDSS	1, 8, 18		3, 4	T, B
Proteus	Proteus	1-8, 10-18	1, 5, 7, 8		T, B
Housing Agencies	Ottumwa Housing Authority, Area XV, Albia Housing	1, 2, 8			T, B
Unemployment Insurance	UIB	1, 2, 9			FT, T, B
Department of Corrections	Ottumwa Residential Facility	2, 3			T
IJAG	IJAG	1-4, 10, 12, 13-16, 19			FT, T
Temporary Assistance for Needy Families	PROMISE JOBS	1-20	1, 3, 7		FT, T, B



**Career Services:** Career services include a variety of self-help services and services requiring more staff involvement, generally provided to individuals unable to find employment through core services, and deemed to be in need of more intensive services to obtain employment; or who are employed but deemed to be in need of more intensive services to obtain or retain employment that allows for self-sufficiency.

1. **Eligibility of services:** This is the process of obtaining and documenting information about an individual's circumstances and comparing that information with the criteria set by an agency or program to decide if the individual qualifies for participation.
2. **Outreach, Intake, Orientation and Referral:** Outreach activities involve the collection, publication, and dissemination of information on program services available and directed toward jobless, economically disadvantaged, and other individuals. Intake is the process of collecting basic information up to the decision of eligibility or ineligibility for an individual's program. Orientation, whether offered in a group setting, one-on-one, or electronically, is the process of providing broad information to customers in order to acquaint them with the services, programs, staff, and other resources at the One-Stop Center, affiliate, or self-service location.
3. **Initial Assessment:** For individuals new to the workforce system, initial assessment involves the gathering of basic information about skill levels, aptitudes, abilities, barriers, and supportive service needs in order to recommend next steps and determine potential referrals to partners or community resources.
4. **Labor Exchange Services:** Helps an individual seek, locate, apply for, and obtain a job. It may include but is not limited to: job finding skills, orientation to the labor market, resume preparation assistance, development of a job search plan, job development, referrals to job openings. Recruitment of businesses services and referral to specialized business services. Provide information on in-demand industry sectors and occupations; and provision of information on non-traditional employment.
5. **Employment Statistics-Labor Market Information:** Collect and report data about employment levels, unemployment rates, wages and earnings, employment projections, jobs, training resources, and careers.
6. **Eligible Provider Performance and Program Cost Information:** Collect and provide information on:
  - A. Eligible training service providers;
  - B. Eligible youth activity providers;
  - C. Eligible adult education providers;
  - D. Eligible postsecondary vocational educational activities and vocational educational activities available to school dropouts under the Carl Perkins Act; and
  - E. Eligible vocational rehabilitation program activities.
7. **Local Performance Information:** Collect and provide information on the local area's recent performance measure outcomes.
8. **Supportive Services' Information:** Collect and provide information on specific services such as transportation, child care, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in employment and training activities.
9. **Unemployment Compensation:** Collect and provide information on filing claims for state benefit payments that protect individuals from economic insecurity while they look for work. Provide assistance in filing claims. Claims may be filed on-line or via telephone available in the One-Stop.
10. **Financial Aid information:** Provide guidance to individuals on eligibility for other programs and on financial aid assistance for training and education programs that are available in the local area.

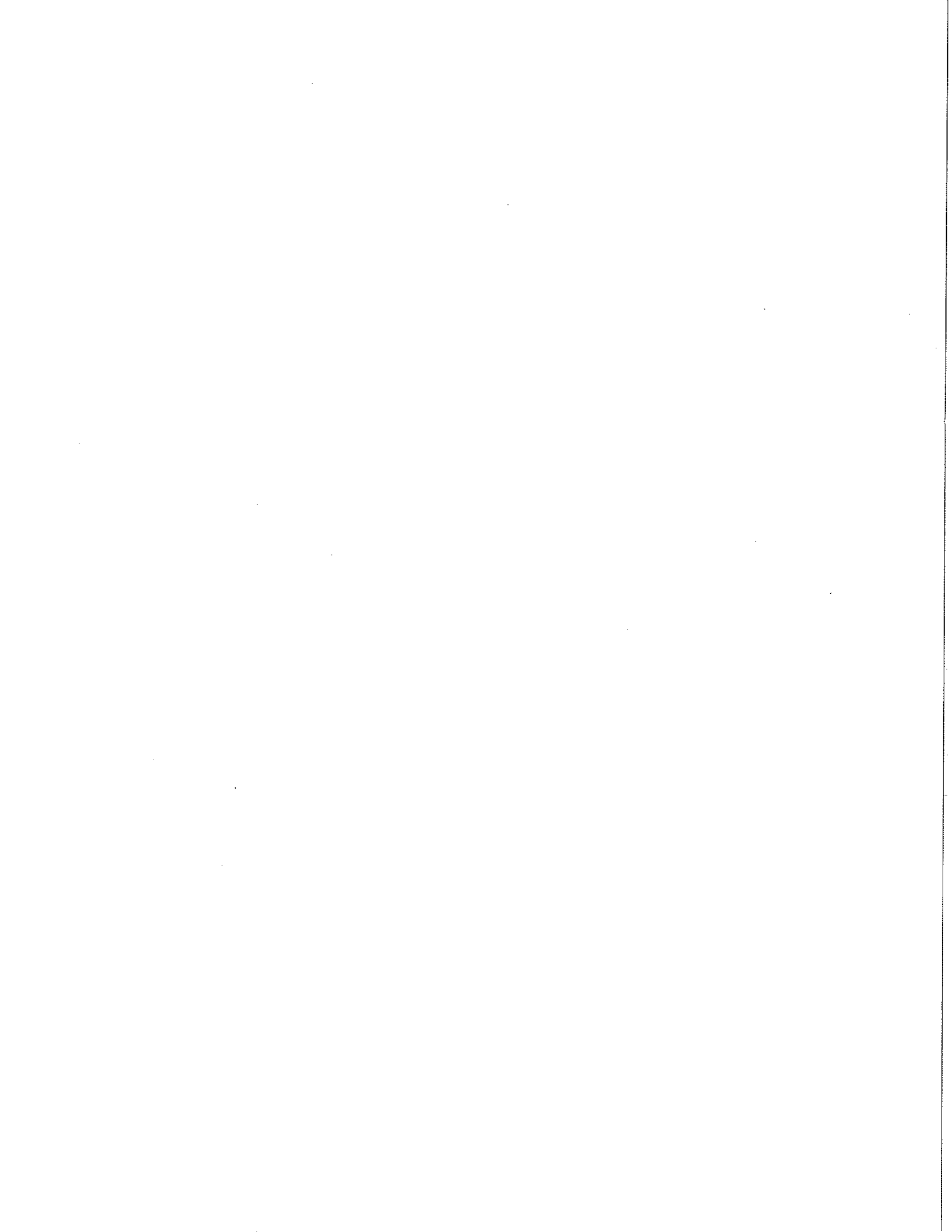




11. **Follow-Up Services:** Services provided to participants who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment. These services assist those individuals to maintain employment or qualify for promotions with that employment.
12. **Comprehensive and Specialized Assessments:** A closer look at the skills levels and service needs that may include:
  - A. Diagnostic Testing and use of other assessment tools; and
  - B. In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
13. **Individual Employment Plan Development:** Working with individuals to identify their employment goals, the appropriate achievement objectives, and the appropriate combination of services that will help the individual achieve those goals.
15. **Career Planning, Counseling:** Providing information on eligible providers of training services and career pathways to attain career objectives.
16. **Workforce preparation activities:** Activities designed to help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills and self-management skills including competencies in utilizing resources, using information, working with others, understanding systems and obtaining skills necessary for successful transition into and completion of postsecondary education or training or employment.
17. **Short-Term Prevocational Services:** Can include development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment.
18. **Internships and work experience:** linked to careers and serves as the stepping stone for career pathways.
19. **Financial Literacy:** Ability of participants to create budgets, initiate savings and make informed financial decisions. Ability to understand, evaluate and compare financial products, services and opportunities.
20. **English language acquisition**
21. **Out of area job search**

**Training Services:** Services offered through a training provider to help individuals upgrade their skills, earn degrees and certifications, or otherwise enhance their employability through learning and education. Types of training services include:

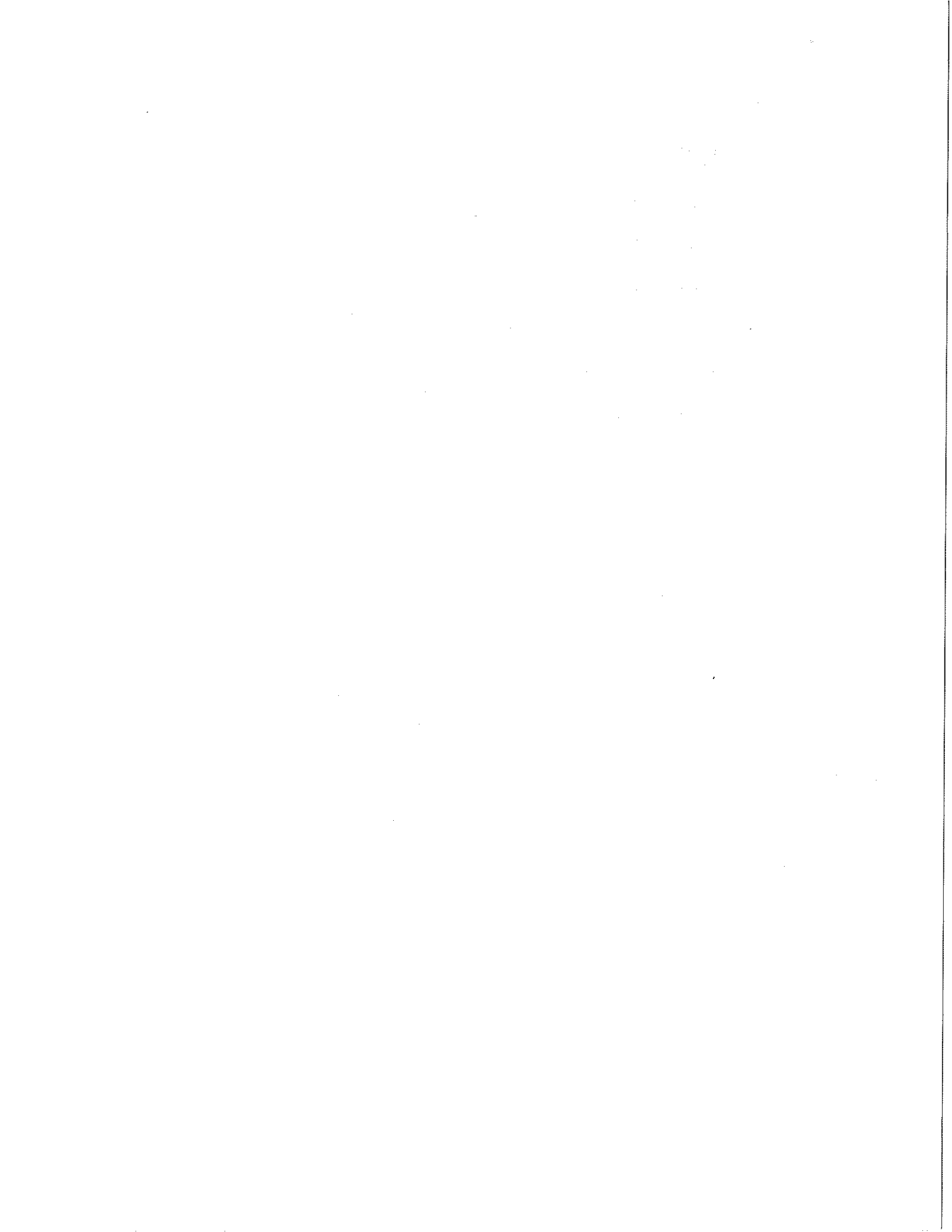
1. **Occupational Skills Training:** An organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate or advanced levels.
2. **On-the-Job Training (OJT):** Training by an employer that is provided to a paid participant while engaged in productive work that is limited in duration, provides knowledge or skills essential to the full and adequate performance of the job, and reimburses the employer for the costs associated with training the OJT trainee often calculated based on a percentage of the trainee's wages.
3. **Workplace and cooperative education:** Programs that combine workplace training with related instruction which may include cooperative education programs.



4. **Training programs operated by the private sector**
5. **Skills upgrading and retraining:** Courses that prepare persons for entrance into a new occupation through instruction in new and different skills demanded by technological changes. These courses train incumbent workers in specific skills needed by that business or industry and that lead to potential career growth and increased wages. This includes courses that develop professional competencies that are particularly relevant to a vocational/occupational goal. It must be demonstrated that the training will result in the workers' acquisition of transferable skills or an industry-recognized certification or credential.
6. **Entrepreneurial training**
7. **Job-readiness training:** Provided in combination with other training.
8. **Adult Education and Literacy (AEL) programs:** Services or instruction below the postsecondary level for individuals who are not enrolled or required to be enrolled in secondary school under state law and lack basic educational skills to enable the individuals to function effectively in society and on a job. Services include, but are not limited to, one-on-one instruction, coursework, or workshops that provide direction for the development and ability to read, write, and speak in English, compute, and solve problems, at levels of proficiency necessary to function in society or on the job.
9. **Customized training:** Training that is designed to meet the special requirements of an employer or group of employers and that is conducted with a commitment by the employer to employ an individual upon successful completion of the training and for which the employer pays for a portion of the cost of training.
10. **Incumbent worker training:** Local Workforce Investment board may decide up to 20% of Adult/Dislocated funds to be spent and can cost share with employers (% depending on business size).
11. **Transitional jobs:** Local Workforce Investment board may decide up to 10% of funds, time limited, subsidized work experience. Targeted for individuals with barriers to employments, chronically unemployed or have an inconsistent work history to establish a work history, demonstrate success in workplace and develop skills that lead to entry into and retention in unsubsidized employment.

**Employer Services:** One-Stop services offered to employers include:

1. **Employer needs assessment:** Evaluation of employer needs, particularly future hiring and talent needs.
2. **Job posting:** Receiving and filling of job openings; searching resumes; providing access to a diverse labor pool.
3. **Applicant pre-screening:** Assessing candidates according to the employer's requirements and hiring needs; referring candidates based on their knowledge, skills, and abilities relative to the employer requirements.
4. **Recruitment assistance:** Raising awareness of employers and job openings and attracting individuals to apply for employment at a hiring organization. Specific activities may include posting of employer announcements, provision of job applications, and hosting job fairs and mass recruitments.
5. **Training assistance:** Providing training resources to enable employers to upgrade employee skills, introduce workers to new technology, or to help employees transition into new positions.
6. **Labor Market Information:** Access to information on labor market trends, statistics, and other data related to the economy, wages, industries, etc.



- 7. **Employer information and referral:** Provision of information on topics of interest to employers such as services available in the community, local training providers, federal laws and requirements, tax information, apprenticeship programs, human resource practices, alien labor certification, incentive programs such as WOTC or the federal bonding program, etc.
- 8. **Rapid Response and Layoff Aversion:** Provision of services to prevent downsizing or closure, or to assist during layoff events. Strategies may include incumbent worker training to avert lay-offs, financing options, employee ownership options, placement assistance, worker assessments, establishment of transition centers, labor-management committees, peer counseling, etc.

**Service Delivery Access Codes:**

<b>Code</b>	<b>Method Description</b>
<b>FT</b>	On-Site Staff Full Time
<b>PT</b>	On-Site Staff Part Time
<b>C</b>	Contracted Service On-Site Full Time
<b>C/PT</b>	Contracted Service On-Site Part Time
<b>C/Off</b>	Contracted Service Off-Site
<b>T</b>	Access Via Telephone
<b>A</b>	Access Via Automated System
<b>B</b>	Brochure/Handout
<b>P</b>	Posting at One-Stop Center
<b>O</b>	Other
<b>NA</b>	Not Applicable

