

**APPENDIX ITEM 3
LOCAL MOU TEMPLATE**

**MEMORANDUM OF UNDERSTANDING
BETWEEN
LAKE COUNTY WORKFORCE DEVELOPMENT BOARD
AND
*THE JOB CENTER OF LAKE COUNTY***

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| PARTIES TO MOU (SEC. 121 (C)(1)) (GOVERNOR 'S GUIDELINES, SECTION 1, ITEM (D)) |
| Lake County Workforce Development College of Lake County Illinois Department of Employment Security Illinois Department of Human Services – Vocational Rehabilitation Illinois Department of Human Services – TANF/SNAP Community Action Partners National Able Network Waukegan Housing Authority Lake County Housing Authority Youth Conservation Corp YouthBuild Lake County |
| PURPOSE AND SCOPE OF MOU |
| <p>On July 22, 2014, President Obama signed the Workforce Innovation and Opportunity Act (WIOA)(Pub.L.113-128), comprehensive legislation that reforms and modernizes the public workforce system. It reaffirms the role of the public workforce system, and brings together and enhances several key employment, education, and training programs. WIOA provides resources, services and leadership tools for the workforce system that improves employer engagement and competitiveness for success in the global marketplace by helping individuals find good jobs, retain employment and advance job related skill sets.</p> <p>The Memorandum of Understanding (MOU) is established as a collaborative framework encouraging cooperation, collaboration, communication, policy and technical guidance and governance to assist with the efficient and effective participation in the WIOA implementation in Lake County, Illinois. The partners will collaborate to identify effective services for efficient, consistent customer service delivery. The MOU includes a disclaimer that partners continue to have statutory responsibilities relating to the administration of their respective programs outside of, and not contained in, WIOA. The Memorandum of Understanding (MOU) fulfills the WIOA requirement to document and come to agreement for State and local partners for negotiating cost sharing, service access, service delivery and other matters essential to the establishment of effective local workforce development services under WIOA (§678.705).</p> <p>The MOU will be used as an essential tool for achieving a key goal of WIOA – establishing an integrated and effective local workforce delivery system that produces the skilled workers that businesses in Lake County and regional economies require. The MOU is intended to reflect the shared vision and commitment of the Workforce Development Board and required partners to high-quality workforce development systems and centers, and be consistent with the vision articulated by the Federal government and State, regional and local planning priorities.</p> |
| VISION FOR THE SYSTEM (Governor's Guidelines, Section 1, Item 1(b)) |

The Job Center of Lake County partners agree that the shared vision for the local one-stop delivery system is to promote business driven talent solutions through integrated resources and partnerships and to enhance the economic vitality of Lake County. The intent of the MOU is to carefully plan and coordinate services among all federally-funded workforce development programs to achieve the level of integrated service delivery WIOA envisions. The partners to the MOU will work collaboratively to optimize the quality of services provided with an ongoing focus on sector strategies; enhanced business and employer services; career pathways; access and opportunity for all populations; clear metrics for progress and success; and focus on continuous improvement and innovation.

The Job Center of Lake County partners envision a comprehensive one-stop and high performing one-stop delivery system to include equity in serving priority populations, shared customers, shared business outreach activities, efficient and effective referral process and tracking; and succinct reporting mechanisms on progress, continuous improvements and customer satisfaction.

MOU DEVELOPMENT (Governor’s Guidelines, Section 1, Items 1(e)-(g), 2 and 14)

The Lake County Workforce Development Board is the recognized leader of an exemplary Lake County workforce development system that produces a highly skilled workforce and significantly contributes to the region’s economic vitality and quality of life. As a result of this visionary leadership; the Workforce Board provides oversight and policy direction to the vital collaboration that exists among the Job Center partners to ensure a dynamic workforce development system and a Job Center that fosters lifelong education, training and job readiness program that exceed the needs of area job seekers and employers.

This local MOU is intended to reflect the shared vision and commitment of the Board and Partners to a high-quality workforce development system and Center and be consistent with the vision articulated by the Federal, State, regional and local planning priorities.

The Job Center of Lake County partners agree that the shared vision for the local one-stop delivery system is to promote business driven talent solutions through integrated resources and partnerships and to enhance the economic vitality of Lake County.

The Job Center partners carryout this vision through structured collaborations as they work together to deliver high quality career services to the diverse job seekers and targeted services to the employer customers to connect to the right talent. The partners make the commitment to the vision by sharing in the delivery of career services, overall assistance to customers utilizing the Job Center resources, recruiting and promoting employer and business services including hiring events, and working to address the needs of the job seekers - meeting the individual where they are.

The intent of the MOU is to carefully plan and coordinate services among all federally-funded workforce development programs to achieve the level of integrated service delivery WIOA envisions. The partners to the MOU work collaboratively to optimize the quality of services provided with

- An ongoing focus on sector strategies: The Job Center has available a series of industry sector brochures and flyers to educate job seekers in the key industry sectors as well as the top paying occupations. Periodic workshops, orientations, and employer presentations will be provided focusing on a certain industry as well as recruitment events. Partners have access to the materials to assist individuals.
- Enhanced business and employer services: the partners work together to host weekly hiring and recruitment events at the Job Center, collaborate on Job Fairs, and focus on engaging employers

directly with the job seekers to best educate the job seekers in the types of jobs and skills needed. In addition, Workforce Development engages the Job Center in the Lake County Workforce Development Eco-System around shared and enhanced business relationships.

- Career pathways: the partners have worked together to identify career pathways in targeted sectors and work collaboratively to recruit unemployed and underemployed individuals to enroll in career pathway programs.
- Access and opportunity for all populations: several initiatives take place in the Job Center and system focused on serving populations where they are at including direct services to individuals with a disability; the Job Center is an Employer Network providers; SNAP & TANF recipients receive job search assistance at the Job Center; ABE students receive resume and job search assistance in the classroom; dislocated workers receive RES services in collaboration among partners and orientation to training and employment services.

Elements of the vision that are not yet in place:

- Clear metrics for progress and success;
- Job relevant career pathways;
- Advancement opportunities for all job seekers; and
- Integrated resource sharing across partners.

The Job Center of Lake County partners envision a comprehensive one-stop and high performing one-stop delivery system to include equity in serving priority populations, shared customers, shared business outreach activities, efficient and effective referral process and tracking; and succinct reporting mechanisms on progress, continuous improvements and customer satisfaction.

It is understood that the development and implementation of a successful One-Stop System will require time, planning, mutual trust and cooperation of all Partners acting as a team, in good faith. One-Stop Partners will continue to implement and improve various aspects of the shared vision. This MOU supports the vision to ensure collaboration among education, workforce, economic development and required partners as they provide program participants the ability to move along their chosen career pathway, leading to high paying jobs in growing sectors of the economy that offer long-term opportunities for stable employment. The Workforce Board strategic plan has a stated goal to facilitate greater collaboration among and between workforce partners and stakeholders.

Year 1: The Operations Committee of the Workforce Board has established a plan to direct partners to develop an implementation plan and execute the requirements of this MOU. The partners have identified the key elements for implementation and are working towards achieving integration, co-location, a referral process, cross-training, staff development, and customer satisfaction measures.

Year 2: Strengthen the Lake County Workforce Eco-System through enhanced industry sector initiatives.

Year 3: Evaluation and continuous improvement measures will be implemented.

NAME AND LOCATION OF COMPREHENSIVE ONE-STOP CENTER(S)

The MOU covers service delivery and related costs associated with the following comprehensive one-stop center:
Job Center of Lake County
1 N. Genesee Street
Waukegan, IL 60085

DESCRIPTION OF COMPREHENSIVE ONE-STOP SERVICES

The Job Center supports a culture of access and inclusiveness, guided by federal, state and local laws and regulations. The Job Center has space and capacity appropriate for customer needs, customer traffic and key center functions. The Center has a resource room area that provides customers with access to the internet, printers, copiers and fax machines. The resource room includes fifteen (15) public computers, a fax machine, and flyers/ materials regarding training, job openings, hiring events, job opportunities and community resources. There is a special section designated for veteran resources.

The Partners have made it a priority to focus the coordination of services around continuous improvement efforts to address and reduce overlapping services, create efficiencies in serving the job seekers and increasing the career services delivered at the Job Center and throughout the system among the partners. Through the role of the One-Stop Operator, the partners will collaborate in a number of ways, including in person, electronically and via telephone. Cross-training efforts have begun and will allow for better customer service. Designated staff is assigned to welcome the customer and a needs-based assessment will determine the customer's next step in the service delivery process. Cross-trained staff will direct clients to the services that best fit their needs through the agreed upon referral process. Partners to this MOU that have staff at the center include: Title I – Lake County Workforce Development; Title II – College of Lake County and APC Partners; Title III – IDES; Title IV – DHS VR; Veterans Services – IDES; TAA – Workforce Development; Migrant & Seasonal Farmworkers - IDES

The Partners have been actively engaged and have a good understanding of the career services each partner offers both in the physical Job Center and the local One-Stop system. The Partners have agreed to expand upon the MOU and compile a reference guide on the career services offered. These reference guides will be shared with the partners and used as part of the cross-training that will take place within the first six months.

Title I (Adult, Dislocated Worker and Youth) – Workforce Development is a key community player in the areas of career services, business services, and education/ training required for implementation of the Workforce Innovation and Opportunity Act (WIOA) and is committed to providing and coordinating services on-site at the Job Center of Lake County and through-out the system. Workforce Development is committed to carrying out the functions of the One Stop Operator through an on-site staff presence at the Job Center of Lake County. The One Stop Operator is responsible for ensuring career services delivered by each partner are coordinated in the most effective and efficient manner to meet the needs of the individual job seeker and employer.

Workforce Development has an ongoing commitment to deliver all career services on-site at the Job Center of Lake County as well as community locations based on the customer needs. Workforce staff are physically located at the one-stop center to delivery program services. No direct linkage is needed. Workforce Development has allocated staff to directly deliver basic career services including eligibility, outreach, intake and orientation; initial skills assessment, labor exchange services, referral and coordination; information on supportive services and assistance with establishing eligibility for financial assistance.

Workforce Development has access at the Job Center, through the Job Center website and through other partner direct linkages to labor market information, performance and costs information on services, labor exchange services.

Workforce Development has allocated staff to deliver individualized and follow-up career services on-site at the Job Center or within the workforce system at various partner sites. Career services include comprehensive assessments; development of an individual employment plan; individual counseling and career planning; access to internships and work experience opportunities; workforce preparation

activities – the 5 Steps to Your Next Job; and follow-up services.

Title II (Adult Education and Family Literacy) – The Area Planning Council, comprised of the College of Lake County’s Adult Education and ESL Division, Mundelein High School, and Township High School District 113, is a key community player which provides adult basic education, adult secondary education, and English as a Second Language to Lake County residents with low basic skills in reading, writing, mathematics, and English language. To pursue WIOA objectives, the APC members also provide career exploration and planning, college and career readiness, and workforce preparation activities to its students as part of their academic and student support program. All APC partners offer Bridge programs that provide contextualized learning in specific career or industry clusters in high demand occupations while the students are in the adult education program. The College of Lake County’s Adult Education and ESL Division also has the Integrated Education and Training (IET) program that provides Bridge programs and Integrated Career and Academic Preparation System (ICAPS) programs to provide career pathways in Healthcare and Manufacturing. Students are also provided transition to college and the workforce services by transition or student success coordinators who provide coaching, referrals to College of Lake County for students ready to pursue certificate or degree programs, and referrals to the Job Center of Lake County for students looking for employment. The APC partners participate in the Job Center of Lake County by coordinating its services on-site or off-site. The College of Lake County, in particular, works with Job Center of Lake County to provide Adult Education Job Information sessions, job search, resume assistance, job fairs, and job interview skills to its students. It also works with the other partners in the Job Center of Lake County by referring students to their services and receive referrals from them for clients that need adult education instruction.

Title III (Employment Services under Wager-Peyser) – IDES' Employment Services and Outreach is a labor exchange program designed to sustain economic growth by expanding employment opportunities to qualified job seekers that meet the demands of the employers. The program's objectives aim to reduce the loss of productivity by filling job openings as quickly as possible and to shorten the duration of individuals' unemployment. For job seekers who are not job ready, Employment Services, in cooperation with other workforce partners, assist clients to access training, employability development services, and other supportive services needed to realize their employment goals. On-site and through technology. IDES commits to working in conjunction with the Workforce Board, the one-stop operators, and all other partners in coordinating services for both the employers and clients of LWIA 1.

Title IV (Rehabilitation Services) –

Illinois Division of Vocational Rehabilitation administered by IDHS, is committed to providing Vocational Rehabilitation services for persons with disabilities in preparing for, finding, and maintaining quality employment that pays a living wage and offers opportunities for advancement. Vocational Rehabilitation staff work closely with state, regional, and local employers, offering individualized placement services that bring employers and qualified employees together. The DRS Waukegan Field Office’s objective is to provide and coordinate services with the Job Center of Lake County and co-located partners by having staff on-site and through technology provide support for disabled job seekers. The development of an individualized employment plan with the job seeker includes the following services: guidance, counseling, information, referral, training and placement. These services are provided with utilization of workforce partners, community rehabilitation providers and local social service agencies. The Division of Vocational Rehabilitation-Waukegan DRS Field Office is committed to working in conjunction with the Workforce board, the one-stop operators, and all other partners in coordinating services for both employers and customers of LWIA 1. The DRS Waukegan Field Office utilizes a dedicated phone line for direct linkage with the Job Center of Lake County. Having a dedicated phone line ensures that the customer will receive immediate access with the DRS Waukegan Field Office during business hours. The customer can also leave a voicemail

message before and after business hours and will be contacted by a dedicated staff member within two business days. In addition, the customer can initiate an on-line referral for DRS services via the State of Illinois web site at www.dhs.state.il.us. The on-line referral is reviewed by a dedicated DRS employee within 24 hours of receipt and routed to the co-located counselor who is responsible for initiating contact with the customer within one business day. The DRS Waukegan Field Office have two staff members who are trained and knowledgeable regarding the required Partner's services and programs. Currently one staff member is co-located at the Job Center of Lake County one-half day per week in order to provide direct linkage with the DRS Waukegan Field Office

Perkins/Post-Secondary Career and Technical Education – College of Lake County is a critical partner for education, training, and career services support. The college has trained staff on connecting students directly to the Job Center, but also delivers career services, including making information available and accessible on education and careers, directly to students at each of the three campuses. Co-located Job Center staff at the Grayslake Campus allows College of Lake County to seamlessly support students in screening for eligibility, following up on progress, and determining when additional services are needed through the Job Center partners.

Direct linkage between the Job Center and CLC occurs through dedicated phone numbers to the Counseling, Advising & Transfer Center at three campuses. Voicemail is available on all three phone lines - Grayslake (847-543-2060), Lakeshore (847-543-2186), and Southlake (847-543-6502). Specific counselors are trained to assist Job Center clients and receive annual training on the status of WIOA approved programs. The college's website (<http://www.clcillinois.edu/student-services/counseling-advising-transfer>) also specifically references WIOA/TAA clients having access to trained counselors.

IDES/Unemployment Insurance (UI) – The Unemployment Insurance program, administered by IDES, is designated to contribute to the state's overall economic stability by partially protecting eligible workers against loss of income during periods of unemployment. Eligible workers who become unemployed and meet all requirements set forth in the UI Act may receive benefits for the maximum number of weeks payable under the law or until the worker finds employment or becomes otherwise ineligible. . Technology and Direct Linkage (Telephone line directly to a live person). IDES commit to working in conjunction with the Workforce Board, the one-stop operators, and all other partners in coordinating services for both the employers and clients of LWIA 1.

IDES/Job Counseling, Training and Placement Services for Veterans – IDES provides veterans priority of service over all other job applicants, actively promotes and develops employment opportunities, and provides placement and vocational guidance services. On-site and through technology. IDES commits to working in conjunction with the Workforce Board, the one-stop operators, and all other partners in coordinating services for both the employers and clients of LWIA 1.

IDES/Trade Readjustment Assistance – IDES administers Trade Readjustment Allowances, a benefit under the TAA program, providing income support to persons who have exhausted unemployment compensation and whose jobs were affected by foreign imports. Direct Linkage Direct Linkage (Telephone line directly to a live person). . IDES commits to working in conjunction with the Workforce Board, the one-stop operators, and all other partners in coordinating services for both the employers and clients of LWIA 1.

Trade Adjustment Assistance (TAA) – Workforce Development administers TAA services at the Job Center of Lake County, but also facilitates TAA services at the corresponding company that has been identified within the layoff petition. Some of the direct services that are provided are: Facilitation of the TAA applicants BRO, 7 Criteria for training approval, individualized training plan, and review of any other additional TAA forms that need to be completed. The career services can take place at a

variety of direct linkage locations, which pertain to onsite TAA services at the designated company, the College of Lake County, and the Job Center of Lake County

IDES/ Migrant & Seasonal Farmworkers (MSFW) –

IDES provides staff assisted services including job development, career guidance, and referral to training and supportive services for migrant and seasonal farmworkers. On-site and through technology. IDES commits to working in conjunction with the Workforce Board, the one-stop operators, and all other partners in coordinating services for both the employers and clients of LWIA 1.

National Farmworker Jobs Program (NFJP) – NA

Community Service Block Grant (CSBG) – Community Action Partner is committed to providing comprehensive services needed to assist job seekers with the basic needs.

Services are made available to all users of the one-stop via direct-linkage. A direct telephone number linked directly to the staff responsible for providing comprehensive services will be made available. Staff will be available during regular business hours to provide program information and/or services as needed. In addition, a direct email to the Client Services Manager will also be made available. Email inquiries will be responded to within 24 hours.

Senior Community Services Employment Program (SCSEP) – National Able Network is committed to providing and coordinating services on-site at the Job Center of Lake County.

DHS/TANF – The Lake County Family Community Resource Center of the Illinois is committed to insuring that our customers are aware of the Services provided by Workforce Development at the Job Center. Monthly Schedules of Job Center Activities are posted in our lobby, discussed with all customers who come to the office or have phone contact with our caseworkers. We encourage our customers to take advantage of these services.

Two caseworkers assigned to meet with DHS/ TANF customers on Fridays at the Job Center. Customers who receive SNAP and are unemployed, and able bodied; and unemployed TANF customers who are considered available to work are referred to meet with one of our co-located caseworkers at the Job Center every Friday morning to prepare/ update resumes, complete online applications and prepare for interviews or on-site recruiting events. The two co-located caseworkers also run a 5-week Transitions Workshop for TANF customers who have been unsuccessful in finding employment or have a child that is turning one and need to prepare for future employment to support their families. Topics include evaluating strengths and barriers, goal setting and preparing for change, addressing barriers and determining what jobs to target now, preparing a resume, completing applications, preparing for interviews, and how to keep a job. Prior to attending the workshop participants have completed a preliminary assessment and Service and Responsibility Plan. Attendance and progress are tracked weekly. Participants receive supportive services for transportation, child care and a job search allowance by the Illinois Department of Human Services. Once a participant obtains employment they are eligible for additional supportive services related to employment expenses and job retention support.

Our onsite caseworkers are appropriately trained to provide referrals and information to customers regarding programs, services and activities provided by the Department of Human Services. Customers can find additional information, apply for benefits, access information about their cases and send emails by accessing our website, www.dhs.il.state.us. There is also a help line available in both English and Spanish from 8:00am to 5:00pm Monday through Friday at 800 843 6154, and TTY/ and 711 Illinois Relay at 866 305 5553. Our staff also have direct email connections to the Job Center Staff and telephone direct line access with active voicemail available 24/7 with the TANF Supervisor and the

Lake County Family Community Management Staff.

IDOC Second Chance – NA

HUD Employment and Training Activities – Lake County Housing Authority is committed to providing and coordinating services at LCHA Waukegan Office through direct linkage. Waukegan Housing Authority is committed to providing and coordinating services at the WHA Waukegan Office through direct linkage and coordinate on-site services at the Job Center of Lake County. The FSS Program is a voluntary program for participants who receive HUD Housing Choice Voucher (Section 8) Rental Assistance or living in Public Housing and wish to improve their financial situation. The program emphasizes employment as well as education and training. Housing Authorities provide Individual Training and Service Plan, Education and Enrichment Scholarships, Financial Literacy Workshops Financial and Budgeting Counseling, Rental Counseling at their respective offices.

Job Corps – NA

YouthBuild –

Under the YouthBuild WIOA One Stop relationship provisions, Youth Conservation Corps (YCC) will be providing four hours per week of staff time at the Lake County Job Center One Stop location to best assist all youth into YCC’s YouthBuild Program, YCC’s HVAC training program and other career pathways. During the time at the One-Stop, YCC will learn and work with the ServicePoint referral system to assist youth with referrals to other appropriate agencies.

At the times when the Youth Conservation Corps staff is not at the Lake County Job Center One Stop, the staff will communicate with One Stop Staff and its partners to ensure youth career services are continued seamlessly. These services may be those of the Youth Conservation Corps YouthBuild program, other Youth Conservation Corps programs and services, or other One Stop partner programs and services such as the College of Lake County, YouthBuild Lake County, and the Job Center of Lake County.

Youth Conservation Corps is using a variety of available technology to recruit youth including social media, website, telephone and text, email, and an electronic application process. The youth apply using the on-line application on our website and then are contacted via telephone for in-person interviews. As needed youth will be referred to appropriate partner agencies using the ServicePoint system and telephone calls.

Youth Conservation Corps has a variety of career training programs in the fields of construction, hospitality, maintenance, and HVAC. Youth can receive up to six industry recognized credentials, OSHA 10, a high school equivalency, CPR and First Aid.

By using Illinois Worknet assessments, the Test of Adult Basic Education (TABE), and Individual Development Plans (IDP), Youth Conservation Corps will direct youth to the appropriate internal or external program. Youth Conservation Corps is able to provide follow up and supportive services. Services include but are not limited to additional career coaching, linkage to transportation assistance, housing assistance, drug and alcohol counseling, and food programs. This process will be led by Youth Conservation Corps Director of Education and Programming.

For the purpose of the MOU, each partner is listed with the location of the agreed to career services as noted in the attached matrix. Services will be coordinated through onsite delivery, co-location or technology between the Job Center operator and partners.

PROCUREMENT OF ONE-STOP OPERATOR

Thomas P. Miller and Associates (TPMA) was contracted by the Workforce Board to lead the procurement process for selecting a One-Stop Operator. TPMA is a full-service consulting firm based in Indianapolis, Indiana with over 27 years of experience in workforce development activities including providing assistance to workforce boards in strategic planning exercises. As the contracted entity to lead this procurement process, TPMA served as a separate and independent outside entity to conduct the competition for the One-Stop Operator.

The Request for Proposal for the One Stop Operator for the Job Center of Lake County requested proposals for a high-quality one-stop operator that are business-driven, customer-centered, integrated and tailored to meet the needs as established in the federal regulations drafted by the U.S. Department of Labor as it relates to the One-Stop Delivery System. The One-Stop Operator of the Lake County Job Center will coordinate and integrate services and referrals among program partners.

Twenty-seven vendors received the RFP and one vendor submitted a response, the Workforce Partner Consortium: Lake County Workforce Development, Illinois Department of Employment Security, and College of Lake County. These three core workforce development partners as defined under the Workforce Innovation and Opportunity Act submitted a proposal to continue to serve as the one-stop operator for the Job Center of Lake County.

TPMA reviewed and evaluated the submitted proposal and determined that the proposal submitted by Lake County Workforce Development as a partner consortium with College of Lake County and Illinois Department of Employment Security met all the evaluation criteria and was a valid response to the RFP. Based on its evaluation, TPMA submitted a selection recommendation to award the One Stop Operator contract to the Lake County Workforce Development.

The One-Stop Operator, with assistance from the required program partners, will:

- Coordinate activities, programs and services between all Partners and Services Providers.
- Coordinate and track partner agency referrals.
- Develop a reporting system(s) for the tracking of performance and referrals.
- Coordinate to maintain a Job Center website/web-page content.
- Regularly convene the Lake County Job Center Partners to:
 - o Work with partners to assess customer needs
 - o Collect customer feedback and work with partners to address issues
 - o Periodically review one-stop program(s) and center accessibility
 - o Assure one-stop center materials are up-to-date and available
 - o Report and coordinate maintenance needs
 - o Assist partners responding to economic needs of the local
 - o Assist partners in identifying to recruit and match businesses with the skilled workers
- Report activities and outcomes to the local LCWDB

The One-Stop Operator will be responsible for the on-going coordination of the Local One-Stop System and related center(s). The OSO will be responsible for the on-going development of the Lake County delivery system and center(s). The One-Stop system shall include, but not limited to:

- Providing access to initial and basic career services
- Training services
- Employment and training activities
- Programs and activities carried out by all WIOA one-stop partners
- Data, information, and analysis for the local labor market
- Initial, basic job search, placement, recruitment and employment activities

The One-Stop Operator must provide the services described in this scope of work to the following customers, as appropriate and within funding/eligibility guidelines:

- Employers seeking labor market information, labor exchange services (i.e., posting of job orders, receiving qualified referrals, etc.), specialized training arrangements for current or prospective workers, etc.;
- The general public seeking Job Search Services;
- Individuals who meet the requirements for WIOA registration and are included in the priority of service categories, who are enrolled in and provided Individualized Career Services and, in some cases, provided Training Services;
- Individuals seeking specialized services such as veterans, ex-offenders, substance abusers, non-high school/GED graduates, individuals with multiple barriers to employment (including older individuals, people with limited English-speaking ability and people with disabilities), individuals impacted by foreign trade who may be eligible for Trade Readjustment Assistance (TRA), NAFTA, etc.;
- Former WIOA enrollees to whom follow-up services are to be provided;
- Individuals receiving TANF that are subject to work requirements that have been referred by partner agencies;
- Non-custodial parents of the children supported by public assistance.

The One-Stop Operator may not perform the following functions:

- Convene system stakeholders to assist in the development of the local plan;
- Prepare and submit local plans;
- Be responsible for oversight of itself;
- Manage or significantly participate in the competitive selection process for one-stop operators;
- Select or terminate one-stop operators, career services, and youth providers;
- Negotiate local performance accountability measures; and
- Develop and submit budget for activities of the LCWDB in the local area.

REFERRAL PROCESS

The One-Stop Operator recognizes that to effectively serve the individual customers of the Job Center and connect individual customers to direct and appropriate services, there needs to be an effective agency referral process that is adopted across partners. The Job Center currently manages a paper driven referral system among some partners. The One-Stop Operator will expand the use of the referral system by establishing standard procedures and rules and creating a document that meets with approval from each partner. The paper referral process will be managed by the Job Center Supervisor and information will be tracked and reported quarterly. The One-Stop Operator will work with the WDB to explore electronic solutions that can be effectively implemented utilizing minimal resources while anticipating the state putting a system in place.

The partners to this MOU agree to the following in order to most effectively refer customers to services and programs:

- Familiarize themselves with the requirements for participation in each of the required partner programs;
- Develop materials summarizing the program requirements and make the information accessible to all partners;
- Follow-up on referrals;
- Communicate across programs and partners what resources are being leveraged;
- Participate in customer satisfaction surveys; and
- Evaluate and improve the referral process;

Title I (Adult, Dislocated Worker and Youth) – Individuals can receive and hear about training and employment services by attending an information session, which is scheduled several times a week on-site at the Job Center as well as at a partner agency. Based on information gathered during this session,

individual customers are referred to appropriate partners and services including Workforce Development training services; Adult Basic Ed; Veteran services through IDES; IDHS-VR Services; YouthBuild Programs; youth serving programs; child care services; housing authorities; SCSEP; TANF/SNAP service providers; and legal services. Referrals are made using the approved Partner Referral Form or where a program has agreed to be on the ServicePoint Referral Network. In addition, Individuals are directed to the FindHelp Lake County website where they are able to access a full complement of service providers in the county based on their immediate need. Job Seekers using the services of the Job Center are also referred to these programs and service providers.

Title II (Adult Education and Family Literacy) – The College of Lake County’s Adult Education and ESL Division, and its Area Planning Council partners—Mundelein High School and Highland Park High School—use the referral process that has been established at the Job Center of Lake County. The referral form is completed by the APC adult education providers with their contact information and includes the client information and the services the client needs. Referrals from College of Lake County, Mundelein High School and Highland Park High School are directed to the Job Center of Lake County and the different core and non-core partners which include local agencies and community organizations. When students are referred to the Job Center of Lake County and their core and non-core partners, the College of Lake County and the other APC partners staff provides the students with the name of the agency and the telephone number. When clients at the Job Center of Lake County need to be referred to the College of Lake County, Mundelein High School, or Highland Park High School, the clients are provided information about the adult education programs. Flyers are provided by the Job Center of Lake County about how to apply to these programs. Students can apply to the adult education program online or in person. There is also a phone number for the community to call to inquire about the application, placement testing, and registration process.

Title III (Employment Services under Wager-Peyser) – Employment Security staff refer clients to supportive services when a need is identified. They work closely with the client and various state agencies, community and faith based organizations and other support and charity groups. The method of referral most commonly used is communication via telephone, email, or personal contact. Some agencies request that a form be completed prior to referral so they are aware of the situation prior to meeting the client. Services are entered into IllinoisJobLink.com with notes detailing the referral. If a client is in a targeted group of job seekers or special needs are identified the job seeker may be placed in case management for more intensive services and an employment plan written with goals set for the client. Client referrals will be made to any Job Center partner agency when a need arises using the Job Center referral form.

Title IV (Rehabilitation Services) – Customers are encouraged to use the online Rehabilitation Services Web Referral to refer themselves or someone else for services. Customers can access the online referral by visiting www.dhs.state.il.us. Customers may also have a referral completed by visiting the DRS Waukegan Field office or by calling the office at 847-244-8474. Once a referral is received the customer is assigned to a counselor and an invitation to attend an orientation session is initiated. In cases where a customer expresses a need for supportive services, DRS Waukegan staff refer customers to the appropriate agency and encourage customers to utilize the FindHelp Lake County website where they are able to access a full list of service providers in Lake County based on their needs. Referrals include Workforce Development services provided at the Lake County Job Center including workshops, employer recruitment events, access to on-line job applications, resume completion and potential training opportunities; Adult Basic Education, ESL and GED training programs, YWCA Childcare services, Lake County Health Department, Prairie State Legal Services, Love Inc., Local Housing Authorities, PADS, Lake County FCRC (TANF, SNAP, Medicaid), Lake County Center for Independent Living, Youth Build, and NICASA. Customer referrals will be made to any Job Center partner agency when a need arises using the Job Center referral form.

Perkins/Post-Secondary Career and Technical Education – Currently, there is no formal, written procedure or forms for referring students to external agencies. When students provide information about their needs, counseling/advising staff provides them with the name of the agency and the telephone number. Client referrals will be made to any Job Center partner agency when a need arises using the Job Center referral form.

IDES/Unemployment Insurance (UI) – All clients are encouraged to file an unemployment insurance claim to determine eligibility for unemployment insurance benefits. Referrals can be made by IDES staff, agencies that need determinations to administer their benefits, self-referral and partner agencies. Tracking of individual clients is only necessary if there are issues or special circumstances with the claim or claimant. Client referrals will be made to any Job Center partner agency when a need arises using the Job Center referral form.

IDES/Job Counseling, Training and Placement Services for Veterans – Wagner-Peyser staff assist all veterans without significant barriers to employment (SBEs) per the current Veterans Program Letter (VPL.) USDOL-VETS establishes the policies for the veteran’s employment program. An initial assessment is performed by the WP staff and referrals are made to supportive agencies/organizations. If the veteran has SBEs, he/she is referred to the Disabled Veterans Outreach Program Specialist (DVOP.) The DVOP performs another assessment and provides intensive services and/or case management with the ultimate goal of overcoming barriers and being job ready. Referrals are also made to many partners for assistance. Personal, email, or telephone contact is used for tracking referrals. Client referrals will be made to any Job Center partner agency when a need arises using the Job Center referral form.

IDES/Trade Readjustment Assistance – Many times Trade Readjustment Assistance (TRA) is explained at Worker Adjustment and Retraining Notification Act (WARN) meetings. All rules and policies are set by US DOL ETA. IDES may track these clients as a group or individually if circumstances demand for smooth transitions from unemployment claims to TRA claims. It is not common practice to track unemployment claimants individually although they must show attendance if in a training program. Clients are referred to training and other programs to help them become job ready in the job market today. Referrals are also made to many partners for assistance. Personal, email, or telephone contact is used for tracking referrals. Client referrals will be made to any Job Center partner agency when a need arises using the Job Center referral form.

Trade Adjustment Assistance (TAA) – Trade Adjustment Assistance program is a coordinated effort between Lake County Workforce and IDES. When a trade petition is filed within the Local Area Lake County Workforce coordinates a trade rapid response event, which includes Employment Benefits Security Administration (EBSA), and IDES. At the completion of the rapid response event the worker group is then referred to the appropriate partners including the local Workforce Development office to receive employment and training assistance, IDES to initiate unemployment insurance, and veteran services through IDES if there are veterans within the worker group. Additional referrals can and will take place as each participant begins his or her training and employment plan.

IDES works with migrant and seasonal farmworkers by assisting them in finding employment, housing, medical care, and other vital necessities. Specific job orders are entered into IllinoisJobLink.com for the MSFW although they are open for any individual to apply. Referrals to the job orders are handled at the local level whereas the job order may be entered at a state-wide level office. Client referrals will be made to any Job Center partner agency when a need arises using the Job Center referral form.

National Farmworker Jobs Program (NFJP) – NA

Community Service Block Grant (CSBG) –

The referral process to CAP is a direct connection to the agency and the telephone number. Based on the intake assessment completed by the CSBG Program customers are referred to other agencies additional services as needed to resolve their current need. Referrals to other agencies may include, Catholic Charities, DHS Homeless Prevention funding, EFSP funding, LIHEAP/Weatherization Program, TANF/SNAP service providers, local Townships, Legal Aid, or Head Start Program. In addition, customers are provided with the most recent copy of the FindHelp Lake County booklet where they have access to a full complement of service providers in the county based on their immediate need.

Senior Community Services Employment Program (SCSEP) – The referral process to SCSEP is a direct connection to the agency and the telephone number.

DHS/TANF – Our agency is committed to assist our customers to become economically self – sufficient. To that end, we refer customers to the Workforce Development services provided at Job Center including, workshops, employer recruitment events, access to on-line job applications, resume completion, and potential training opportunities; Adult Basic Education. ESL, and GED training programs; Youth Build, YWCA Childcare Services, NICASA, Lake County Health Department; IDES Unemployment and job Counseling Services; DHS Rehabilitation Services: Job Corps; Prairie State Legal Services; PADS; Mother’s Trust, Love Inc; Local Housing Authorities including of Lake County, Waukegan and North Chicago. Individuals are also given printed copies of the Find Help Lake County Guide which includes information on accessing the internet version of the guide. Client referrals will be made to any Job Center partner agency when a need arises using the State of Illinois Department of Human Services referral form. Client referrals will be made to any Job Center partner agency when a need arises using the State of Illinois Department of Human Services referral form.

IDOC Second Chance – The referral process to IDOC will be a direct connection with a Risk Specialist.

HUD Employment and Training Activities – The referral process to HUD Employment and Training Activities is through a direct referral to the Waukegan Housing Authority or the Lake County Housing Authority.

Job Corps – Interested individuals must attend an orientation session; orientation sessions are held at the Kenosha County Job Center on the 2nd and 4th Monday of the Month at 11am. For information on Lake County locations and orientation sessions: contact Jana Zeek 414-469-0078

YouthBuild – Under the YouthBuild WIOA One Stop relationship provisions, Youth Conservation Corps will be providing staff time at the Lake County Job Center One Stop location to best assist all youth into career pathways. At the times when the Youth Conservation Corps staff is not at the Lake County Job Center One Stop, the staff will communicate with One Stop Staff and its partners to ensure youth career services are continued seamlessly. These services may be those of the Youth Conservation Corps YouthBuild program, other Youth Conservation Corps programs and services, or other One Stop partner programs and services such as the College of Lake County, YouthBuild Lake County, and the Job Center of Lake County. Youth Conservation Corps has a variety of career training programs in the fields of construction, hospitality, maintenance, and HVAC. Youth can receive up to six industry recognized credentials, OSHA 10, a high school equivalency, CPR and First Aid. By using Illinois Worknet assessments, the Test of Adult Basic Education (TABE), and Individual Development Plans (IDP), Youth Conservation Corps will direct youth to the appropriate internal or external program. Youth Conservation Corps is able to provide follow up and supportive services. Services include but are not limited to additional career coaching, linkage to transportation assistance, housing assistance, drug and alcohol counseling, and food programs. This process will be led by Youth

Conservation Corps Job Developer.

PHYSICAL ACCESSIBILITY

The Job Center's layout supports a culture of inclusiveness in compliance with Section 188 of WIOA, the Americans with Disabilities Act (ADA) of 1990 and all other applicable statutory and regulatory requirements. The Job Center is recognizable in a high-traffic area; and is accessible through public transportation and a reasonable walking distance.

The Job Center has both accessible on-street parking with spaces closest to the door marked for individuals with disabilities as well as access to a parking garage with dedicated parking spaces marked for individuals with disabilities.

PROGRAMMATIC ACCESSIBILITY

The partners to the MOU are committed to ensure all individuals seeking services at the Job Center will be given access to all 13 required career services on site and the opportunity to explore occupations to understand the technical and physical requirements. Accommodations will be made for individuals when necessary. All partners agree that they will not discriminate in their employment practices or services on the basis of gender, age, race, color, creed, religion, national origin, disability or veteran's status, or on the basis of any other classification protected under state or federal law. The partners assure that they have in place policies and procedures to address these issues, and that such policies and procedures have been disseminated to their employees and otherwise posted as required by law. The partners further assure that they are currently in compliance with all applicable state and federal laws and regulations regarding these issues.

Partners, co-located at the Job Center, will cooperate with compliance monitoring that is conducted to ensure that all comprehensive one-stop center, programs, services, technology and materials are accessible and available to all.

Assistive devices, such as screen-reading software programs (e.g., JAWS and DRAGON) and assistive listening devices are available; and an interpreter will be provided "in real time" to any customer with a language barrier.

Direct linkage will be with an actual person provided "on demand" and in "real time" at the Job Center of Lake County or via technology consistent with the "direct linkage" requirement as defined in WIOA (WIOA Section 121(b)(1)(A) and Section 678.305(d) of the draft Notice of Proposed Rulemaking).

DATA SHARING

The Job Center partners do not have an integrated data system. The Partners to the MOU are committed to pursuing alignment and integration of participant and performance data across programs with the goal of providing effective and efficient services that lead to customer employment and retention. The One-Stop Operator will continue to work with the Workforce Board and partners to identify the most immediate and effective way to share information on shared customers.

The Partners are aware that the Governor's Interagency Work Group continues to explore technology improvements and data sharing systems; and will work with the Workforce Board to implement a

system when made available. Until that system is in place, the One-Stop Operator will work with partners individually to identify common information that can be collected on each customer utilizing services throughout the one-stop system; and then work with the Workforce Board and partners to determine if there is a tool that can best capture this information and track performance.

All partners to this MOU agree to share data to the fullest extent possible through agreements and practices that allow each program to comply with the state and federal laws governing it to protect personally identifiable information while working toward greater integration of services across programs.

Partners to the MOU agree that data will be shared as allowed by each respective agency in an effort to effectively serve the needs of the individual customers. As part of the agreed upon referral process, partners agree to a data sharing agreement that complies with federal and state laws and allows data to be shared in relationship to the referral. As part of the agreed upon referral process, partners agree to comply with federal and state laws governing protection of personally identifiable information (PII). PII is information that can be used to distinguish or trace an individual's identity, either alone or when combined with other personal or identifying information that is linked or linkable to a specific individual.

General requirements related to personally identifiable information include:

- Staff must ensure sensitive information is protected. Protective measures include: securing portable devices with pertinent information, storing social security numbers appropriately, storing or displaying devices with pertinent information, storing social security numbers appropriately, storing or displaying data in a way that is not attributable to an individual, not downloading PII data or storing on devices unless encrypted, accessing wage data in secure locations, masking PII data on documents before emailing and not leaving PII information on copier/printer or FAX machines.
- Staff must keep participant files in a secure location, or in a locked file or cabinet, and ensure to redact PII information before making copies, uploading, or storing documents with sensitive information.
- Staff should utilize shredders or locked recycling bins when terminating document with PII information. User names and passwords should not be shared or written down in an open area for viewing.
- Staff should not link unauthorized hardware to state network.

Partners will share the number of customers served and program performance to assure that all common primary performance indicators are achieved. The One-Stop-Operator is responsible for collecting the data and pushing out information and data to the partners of the MOU. On a monthly basis the One-Stop-Operator will collect the number of customers served and on a quarterly basis will collect program performance data. The One Stop Operator is responsible for emailing the partners a summary of Job Center activities, Job Center data points that have been collected, and the services being provided by each partner. Information on program services and delivery methods are brought to the Workforce Board Operations Committee as a place that the most pertinent information on the Job Center is presented. In addition, partner staff are crossed trained which includes understanding the various data item each partner collects.

The implementation of an integrated technology-enabled intake and case management information system for programs carried out under WIOA will be implemented as soon as practical following guidance from the State of Illinois Department of Innovation Technology. Until data system solutions is implemented the partners agree to pursue other means of securely sharing information relevant to improved outcomes for customers and businesses. Examples of such practices include an electronic

referral system set up with the Lake County ServicePoint system that is currently in use by Workforce Development and community agencies and two MOU Partners – YouthBuild Lake County and Youth Conservation Corp. This system captures basic information on an individual customer as well as the purpose of the referral. The One-Stop Operator will work to expand this tool to additional partners to this MOU by July 2018.

Where statewide data sharing agreements exist, partners to this MOU that can sign onto those agreements will do so; however, recognizing that such agreements are not always going to be the proper protocol, a common Release of Information form is being developed collaboratively for use by all partners to share appropriate information allowing coordinated and/or integrated service delivery to individuals and businesses.

Examples of this include:

The One-Stop Operator has implemented a Job Center sign-in system that captures basic information for each visitor to the Job Center including the other partner programs they are working with and a release of information statement – this practice has allowed the One-Stop Operator to share visitor data with each of the partners.

Workforce Development has implemented a release of information with all customers enrolled in a training activity and the training institution/employer regarding progress in the training. Workforce Development can share information on progress and employment as needed to support the integration of services the individual receives from partners – reducing overlapping services and leading to greater success.

Notwithstanding any other provisions in this MOU, only partners who have executed a separate data sharing agreement with IDES will have access to wage records and other confidential IDES data.

COSTS AND COST SHARING OF SERVICES

The Job Center of Lake County is the only comprehensive one-stop center in Lake County. There are no affiliate or specialized centers designated by the Workforce Development Board.

According to the calculated costs of the Job Center, Shared infrastructure cost per FTE is \$6,355.07. Based on the partner's agreed upon FTE, the partner is required to make a cash contribute of that amount eg. FTE=.25; Cash Contribution =\$1,588.76. The cash contribution will be made to Workforce Development. Workforce Development is the lease holder and pays for all the infrastructure costs.

According to the calculated costs of the Job Center, Delivery System Costs per FTE is \$13,390. Based on the partner's agreed upon FTE, the partner is required to make a contribute of that amount as in-kind staffing; unless the partner has negotiated a cash contribution.

A partner consortium has been selected to be the One-Stop Operator through the competitive procurement process. The total cost of the One-Stop Operator \$116,212.73. WDD is contributing these costs at 100%. These costs are a percentage of current WDD staff that perform the functions of the One-Stop Operator on-site at the Job Center.

Required partners negotiated infrastructure and shared local service delivery system costs specific to PY'18 for the Job Center of Lake County, the comprehensive one-stop center in LWIA 01, Lake County.

The infrastructure Funding Agreement is effective from July 1, 2018 through June 30, 2019.

The budget submitted is the final budget agreement – pending all partner signatures and approval by the Workforce Development Board and Lake County Board.

The partners are contributing a proportionate share of costs based on the FTE methodology that requires each partner program to commit at a minimum .25 FTE to the one-stop center, where the .25 can be made up of several entities delivering under the same program.

The partners agree to contribute to infrastructure costs of the Job Center of Lake County using the required FTE methodology and calculated the budgeted cost across all required partners. The partners will contribute cash based on the semi-annual reconciliation and invoicing completed by Workforce Development.

The partners agree to contribute to the system costs of the Job Center of Lake County using the required FTE methodology and calculated the budget costs. The system costs are for the operations taking place at the Job Center location and include reception staff available to assist and record data on customers coming into the Job Center for services, resources, partner appointment, hiring events and workshops. The resource room staff available to assist job seekers with resources, technology, applications and resumes. Business service staff working with employers on hiring and recruitment events in the Job Center as well as posting jobs for job seekers. The partner contribution against the system costs will be in-kind staffing unless a cash contribution is negotiated using the FTE methodology.

The Job Center of Lake County partners to the MOU have all agreed to meet the minimum FTE commitment of .25 FTEs. The Job Center of Lake County is the comprehensive one-stop center, the Workforce Board has not designated an affiliate site or specialized center.

Staff will not be cross trained to provide services on behalf of another required partner.

The Lake County Workforce Development Board has designated Workforce Development as the entity that will reconcile budgeted to actual shared costs in the Infrastructure Funding Agreement semi-annually. Business Manager Staff will not be cross trained to provide services on behalf of another required partner.

As the lease holder and payee of infrastructure costs, Workforce Development has been designated by the Workforce Development Board as the entity responsible for conducting the reconciliation.

Workforce Development will complete a reconciliation of budgeted to actual costs semi-annually.

Workforce Development completed and submitted an Outcome Report for Annual Budget Negotiations for PY18.

| | | Partner's Total Cash Contribution | Dollar Amount of 10% Variance from Total Cash Contribution (if applicable) |
|-----------------|--|---|---|
| Commerce | Title IB - Adult, Youth, & Dis. Workers | As the lease holder and payee, contribution is considered Non-Cash Contribution | |
| | TAA | See Above | |
| | CSBG | \$1,589 | \$1,747.90 |
| IDES | Title III - Wagner-Peyser | \$11,121 | \$12,233.10 |

| | | | |
|---------------------------------|-----------------------------|------------|------------|
| | Title III - MSFW | \$1,589 | \$1,747.90 |
| | Veterans Services | \$12,710 | \$13,981 |
| | UI Comp Programs | \$1,589 | \$1,747.90 |
| | TRA | \$1,589 | \$1,787.90 |
| ICCB | Title II - Adult Education | \$7,181 | \$7,899.10 |
| | Career & Tech Ed - Perkins | \$4,936 | \$5,095 |
| DHS | Title IV - Vocational Rehab | \$6,355 | \$6,990.50 |
| | TANF - DHS | \$1,589 | \$1,747.90 |
| Aging | SCSEP | \$1,589 | \$1,747.90 |
| DOC | Second Chance | | |
| HUD | | \$1,589 | \$1,747.90 |
| Title IC - Job Corp | | | |
| Title ID - National Farmworkers | | | |
| Title ID - YouthBuild | | \$2,383.15 | \$2,624.17 |

This MOU is contingent upon and subject to the availability of **federal funding for each required program.**

AMENDMENT PROCEDURES

All partners to the MOU may request an amendment to the MOU with 60 days written notice. All such requests must be in writing and must be agreed to by all the parties.

Amendments to the MOU must be in writing, signed and dated and entered into with the same degree of formality as that required for entry into the original MOU. Amendments must be made to the Workforce Development Board and the WDB will notify all partners of the requested amendment and work within the 60-day timeframe to negotiate with all partners.

Annual negotiations of infrastructure and shared system costs must begin no later than March of each year. On an annual basis and tied to the annual negotiations of infrastructure and shared system costs, partners will meet in the month of March to review the costs data and review and agree to the plan set forward to negotiated infrastructure and shared system costs.

The partners agree that the MOU may be amended upon mutual agreement of all partners where the amendment that is consistent with federal, state, or local laws, regulations, rules, plans or policies or for one or more of the following reasons – change in partners; change in one-stop operator, change in physical location, change in allocation methodology need to renegotiate cost sharing with one or more partners; a partner’s loss of funding.

The Workforce Board is prepared to have a neutral board member engaged in the process to resolve any dispute that evolves after the agreement is reached. The information being disputed must be provided to the Workforce Board in writing and where it cannot be resolved in 30 days, a board member will engage in the resolution process.

The WDB will determine the need to convene all parties to the MOU to review proposed changes and negotiate revisions to the MOU. The MOU will be amended with agreement for partner agencies and executed by the authorized partner signatures.

The MOU may be terminated by any of the partners upon 30 days written notice to the other partners with cause or upon 90 days of written notice to the other partners without cause.

RENEWAL PROVISIONS

Lake County Workforce Development Board will convene the partners to the MOU within ninety (90) days prior to the end of the MOU to review and negotiate where changes may be needed. As part of the ongoing continuous improvement, the partners will evaluate the effectiveness of the MOU provisions and operations and recommend any modifications necessary for renewal.

If substantial changes occur before the MOU's three-year expiration date, these changes must be communicated to the WDB in writing, signed and dated. The WDB will notify all the partners to substantial changes and work within a 60-day timeframe to negotiate with all partners. The WDB will determine the need to convene all parties to the MOU to review proposed changes and negotiate revisions to the MOU. The MOU will be amended with agreement for partner agencies and executed by the authorized partner signatures.

DURATION OF AGREEMENT

The MOU effective date is July 1, 2017.

Partners have agreed that the MOU is effective through June 30, 2020.

AUTHORITY AND SIGNATURES

Individuals agreeing to and signing the MOU have authority to represent and sign on behalf of their program. These individuals signing the Memorandum of Understanding for Career Services and Programs delivery and One-Stop Center Cost Sharing arrangements have been granted authority to negotiate and execute the agreement by their respective agencies as indicated on the 'Individuals to Negotiate Local Memorandum of Understandings (MOUs) on behalf of the Required Partners in Lake County, LWIA 1.

