

## ***ARIZONA@WORK...***

### **Developing the Infrastructure Funding Agreement**

#### ***Today...***

- ✓ Present the **requirements for the ARIZONA@WORK Infrastructure Funding Agreement** to be submitted by not later than September 30, 2017
- ✓ Discuss each component of the required IFA and the **templates to be submitted**
  - ✓ Answer **questions** on the requirements and identify any further **clarifications** that may be needed
- ✓ Plan **next steps** to immediately begin IFA development process

***Overview:  
Infrastructure Funding Agreement Process and Requirements***

**Goals in Developing the  
ARIZONA@WORK IFA Process, Guidance, and Template**

- Comply
  - Make Simple and Easy (Wherever Possible)
  - Act as Baseline for Continuous Improvement
    - Focus on Serving Customers
  - Avoid Triggering State Funding Mechanism

*If a Local Area is unable to reach agreement with all local partners on sharing infrastructure costs, then the state mechanism is triggered and the state determines the one-stop partner contributions*

**The MOU Sharing Services and Customers---  
Now, Sharing of Costs**

**Arizona WIOA Joint Operational Guidance 2016-1**  
(“Framework for One-Stop System Memorandum of Understanding”)  
**MOU by December 2, 2016**

*Vision and Goals; System Design; System Access;  
Sharing System Services and Customers; and,  
Sharing One-Stop System Services and Operating Costs*



**TEGL WIOA No. 17-16 (January 18, 2017):**  
(“Infrastructure Funding of the One-Stop Delivery System”)

**Completion of the IFA for PY 2017-18 by not later than 1/1/18**

*The IFA is a mandatory component of the MOU  
and not a separate agreement*

***WIOA Joint Final Rule § 678.755; TEGl 17-16...  
Required Infrastructure Funding Agreement Elements***

- (a) The period of time in which the IFA is effective
- (b) Identification of the infrastructure costs budget, which is a component of the one-stop operating budget
- (c) All partners, CEO(s) and LWDB participating in the IFA
- (d) Periodic modification to ensure equitable benefit
- (e) Steps used to reach consensus
- (f) Process partners will use to resolve issues related to infrastructure funding when consensus cannot be reached
- g) Signatures of individuals with authority to bind, including all one-stop partners, CEO(s) and LWDB participating in the IFA.”

***WIOA §678.705 requires the State of Arizona to develop and issue guidance for use by local areas to develop the required IFAs***

**Content of the ARIZONA@WORK  
Infrastructure Funding Agreement:**

1. Infrastructure Funding Agreement:  
Process and Development (Required)
2. ARIZONA@WORK Operating Budget:  
Infrastructure Costs (Required)
3. ARIZONA@WORK Operating Budget:  
Additional Costs---Applicable Career Services (Required)
4. *ARIZONA@WORK Operating Budget:  
Shared Operating Costs and Shared Services (Optional)*

***Templates for Each!***

## **The IFA Tick Tock...**

**7/1/17:**

*Final Signed Memorandum of Understanding in Place*

**8/1/17:**

*LWDBs Complete First Draft of IFA (If Not, Request TA)*

**8/15/17:**

*LWDBs Submit IFA Progress Report to DES*

**8/31/17:**

*Recommended Date for the LWDBs to Initiate Signature Process*

**Not Later Than 9/30/17:**

*LWDBs Submit Negotiated and Partner-Agreed Upon IFA*

**10/1/17:**

*DES/ADE Reviews, Assesses If State Funding Mechanism Needed*

**1/1/18: Final Signed IFA in All LWDA's**

## **Infrastructure Funding Agreement: Process and Development (Required Template)**

### **1. The period of time this agreement is effective:**

*Must begin on 7/1/17, effective through not later than 6/30/20*

### **2. Identification of all ARIZONA@WORK Job Center partners, Chief Executive Official(s), and the Local Workforce Development Board (LWDB) participating in the IFA:**

*Complete Attachment A*

### **3. Steps the LWDB, Chief Elected Official (CEO), and ARIZONA@WORK Job Center partners took to reach consensus and/or an assurance that the Local Area followed guidance for the state infrastructure funding mechanism:**

*Summarize: Meetings held and consensus methods. Only address “followed the state funding mechanism”, if applicable.*

**4. The process ARIZONA@WORK Job Center partners will use to resolve issues related to infrastructure funding during the MOU duration when consensus cannot be reached:**

*Describe method to resolve any infrastructure issues by the LWDB and ARIZONA@WORK Job Center partners*

**5. A description of the periodic modification and review process to ensure equitable benefit among ARIZONA@WORK Job Center partners**

*Identify the “who, when, and how” you will comply with USDOL TEGE 17-16: “All partner contributions, regardless of the source, must be reconciled and adjusted accordingly on a regular basis (i.e., monthly or quarterly) to ensure each partner program is contributing no more than its proportionate share based upon relative benefits received in accordance with the Uniform Guidance at 2 CFR part 200”*



***Attachment A: ARIZONA@WORK Job Center partners, Chief Executive Official(s), and the LWDB Participating in the IFA***

All required ARIZONA@WORK partners must be identified.

**“WIOA Joint Final Rule §678.415: What entity serves as the one-stop partner for a particular program in the local area?”**

The entity that carries out the program and activities...is the **grant recipient, administrative entity, or organization responsible for administering the funds** of the specified program in the local area. The term “entity” **does not include service providers that contract with, or are subrecipients** of, the local administrative entity. “

**“If a program or activity listed in 678.400 is not carried out in a local area, the requirements relating to a required one-stop partner are not applicable** to such program or activity in that local one-stop delivery system.”

## **Training and Employment Guidance Letter WIOA No. 17-16:**

**“Native American programs...are strongly encouraged to contribute to infrastructure costs, but they are not required to make such contributions under WIOA. The lack of agreement on infrastructure costs with Native American programs does not trigger the SFM for the local area, and the Native American programs are not subject to the SFM in the event it is triggered.”**

**“The Governor may determine that TANF will not be a required partner in the State\*, or within some specific local areas”**

*\* Workforce Arizona Council, 03-2016: “The Governor notified the Secretaries of the U.S. Departments of Labor and Health and Human Services in writing that TANF will not be a required partner in Arizona, or within some specific local areas in the State. Local TANF programs may still opt to be a one-stop partner, or to work in collaboration with the one-stop center.”*

## **Training and Employment Guidance Letter WIOA No. 17-16:**

### **“Partner Programs with Multiple Grant Recipients.**

**When two or more grant recipients or contractors of a required partner program carry out a program in a local area, these entities are considered one-stop partners** and must reach out to the Local WDB and carry out roles and responsibilities of one-stop partners, including negotiating their share of infrastructure costs.

For instance, there may be **multiple YouthBuild and SCSEP grant recipients along with a few Job Corps contractors** in a local area. In this situation, each grant or contract recipient carrying out the program in that local area must contribute towards infrastructure costs, and those contributions must be based on the proportionate use and relative benefits received by those partners from the one-stop centers.”

***Attachment A:***

**Identification of all ARIZONA@WORK Job Center Partners, Chief Elected Official(s), and the Local Workforce Development Board (LWDB) participating in the IFA**

**Local Workforce Development Board:**

*Name, Title, Address, Telephone, Email*

**Chief Elected Official(s):**

*List All Chief Elected Officials and Name, Title, Address, Telephone, Email for Each*

<b>Required WIOA and ARIZONA@WORK Job Center Partner</b>	<b>ARIZONA@WORK Job Center Partner Serves Local Area?</b>	<b>Point of Contact Information</b> <i>Name, Title, Address, Telephone, Email</i>
Adult, Dislocated Worker (DW), and Youth Programs under Title I of WIOA	X	
Job Corps under Title I of WIOA		
YouthBuild under Title I of WIOA		
Indian and Native American Programs (INAP) under WIOA Title I		
Migrant and Seasonal Farmworker Programs (MSFW) under Title I of WIOA		
Adult Education and Family Literacy Act programs under Title II of WIOA	X	
Wagner-Peyser under Title III of WIOA	X	
State Unemployment Insurance (UI)	X	
Trade Adjustment Assistance (TAA) under Title II of Trade Act	X	

ARIZONA@WORK Infrastructure Funding Agreement Training (June 16, 2017)

Jobs for Veterans State Grants (Vets) under Title 38, U.S.C.	X	
Vocational Rehabilitation under Title IV of WIOA	X	
Senior Community Service Employment Programs (SCSEP) under Title V of Older Americans Act--State of Arizona		
Senior Community Service Employment Programs (SCSEP)—National Grantees under Title V of Older Americans Act		
Career and Technical Education programs at the postsecondary level (CTE) under Perkins Career and Technical Education Act	X	
Housing and Urban Development---Employment and Training Programs		
Community Services Block Grants (CSBG)—Employment and Training Activities		
Re-entry Employment Opportunities (REO) under Second Chance Act		
<b><i>Additional ARIZONA@WORK Job Center Partners Approved by the Local WDB and CEO(s)---If Any</i></b>		
<i>Temporary Assistance for Needy Families (TANF) employment &amp; training under part A of title IV of Social Security Act*</i>		

## ***Regulatory Requirements on Sharing Operational Costs***

***WIOA Joint Final Rule §678.420: “What are the roles and responsibilities of the required one-stop partners?”***

**Each required partner must:**

- ✓ Use a **portion of the funds available** for the program and activities to **maintain the one-stop delivery system**, including payment of the **infrastructure costs of one-stop centers**

***WIOA Joint Final Rule §678.500: “The MOU Must Include...”***

- ✓ Agreement on the funding the costs of the **services and the operating costs of the system**, including—
  - Funding of the **infrastructure costs of one-stop centers...**
  - Funding of the **shared services and operating costs of the one-stop delivery system**

## ***Partner Sharing of “Other One-Stop Delivery System Costs”...***

### **§678.760: “How do one-stop partners jointly fund other shared costs under the Memorandum of Understanding?”**

- (a) ...one-stop partners...must use a portion of funds made available under their programs’ authorizing Federal law...to pay the additional costs relating to the operation of the one-stop delivery system. These other **costs must include applicable career services and may include other costs**, including shared services.
  
- (b) ...**shared services’ costs may include** the costs of shared services that...may be commonly provided through the one-stop partner programs to any individual, such as initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to other one-stop partners, and business services. Shared operating costs may also include shared costs of the Local WDB’s functions.

## **Overview of the IFA Cost-Sharing**

### **Infrastructure Costs (Required):**

- Comprehensive Center/s and Affiliates
  - Colocated Partners (For Now)
- Locally Negotiated or State Funding Mechanism Triggered

### **Additional Costs---Applicable Career Services (Required):**

- Required Reporting/Disclosing (and Locally Compiled)
  - All System Partners: “Applicable Career Services”
  - “Consolidated” Budget

### **Additional Costs---Shared Operating Costs (Optional):**

- Locally Agreed (By Two or More Partners)
  - System and/or Center Costs
  - Multiple Opportunities (If Agreed)



## **ARIZONA@WORK Operating Budget: Infrastructure Costs (Required)**

### **Training and Employment Guidance Letter WIOA No. 17-16:**

**“All one-stop partner programs must contribute to the infrastructure costs and certain additional costs of the one-stop delivery system based on their proportionate use...A partner’s contribution must be an allowable, reasonable, necessary, and allocable cost to the program, consistent with the Federal Cost Principles set forth in the Uniform Guidance.**

**All one-stop partners...must contribute to infrastructure costs of the one-stop centers based on proportionate use and relative benefits received.**

**Only those one-stop partners that participate in the affiliate one-stop centers would be required to contribute to the infrastructure costs for those centers...”**

## **Interim Arizona Policy: Sharing Infrastructure Costs:**

Required ARIZONA@WORK Job Center partners must share in infrastructure costs consistent with Federal Cost Principles and contributions to infrastructure costs must be necessary, reasonable, and allocable to their program based upon relative benefits received.

**ARIZONA@WORK Job Center partners who are physically colocated in the ARIZONA@WORK Job Centers (either full-time or part-time) are considered to receive a direct benefit that is allocable; therefore, they must contribute their proportionate share towards infrastructure costs.**

ARIZONA@WORK Job Center Partners who are not physically colocated in the ARIZONA@WORK Job Centers may also be receiving benefit from the ARIZONA@WORK system. However, that benefit still has to be clearly allocable by way of reliable data and a cost methodology that demonstrates the ARIZONA@WORK Job Center partner's usage of and benefit from the center and its services.

Currently, there is **not a cross-partner, statewide data tracking system that can provide accurate and reliable data for allocating the benefit received by non co-located ARIZONA@WORK Job Center partners** from the Centers...

Once such data systems are in place and data is available to accurately allocate relative benefit, all required ARIZONA@WORK Job Center partners (whether co-located or not) will share the infrastructure costs.

**Until that time, non-colocated ARIZONA@WORK Job Center partners must agree that the IFA will be negotiated when data is available to include their proportionate share of contributions.**

***The Arizona WIOA State Plan:***

*“Goal 4: Strengthen Data Utility and Reporting; Strategy 10: Establish Process of Data Linking Across Core Programs to Ensure Core Programs Are Able to Share Key Data Elements for Shared Clients.”*

## **Option to Use Existing Resource Sharing Agreement to Meet Infrastructure Cost-Sharing Requirements**

Arizona WIOA Joint Operational Guidance 2016-1 (“Framework for One-Stop System Memorandum of Understanding”) required the **submission of the signed MOU, with any existing resource sharing agreements (RSA).**

Local WDBs and colocated ARIZONA@WORK partners may wish to **review their current RSA to determine whether these agreements meet the new WIOA infrastructure cost-sharing requirements.**

**If the current RSA meets all WIOA requirements, the RSA may be modified or used** in lieu of the completion of Attachments B3, B4, and B5. If the current RFA is used, it must be attached to the submitted IFA. If no RSA exists or the current RSA cannot be easily modified, then the attached templates are required.

## **The RSA must meet all of the following requirements:**

- The RSA is applicable to each ARIZONA@WORK Job Center and Affiliate Sites in the LWDA;
- All ARIZONA@WORK Job Center partners co-located in the ARIZONA@WORK Job Center or Affiliate Sites currently share infrastructure costs;
- The infrastructure budget includes only WIOA permissible infrastructure cost line items (only non-personnel costs);
- The costs allocation methodology used to share infrastructure costs is compliant with Federal Cost Principles
- All co-located ARIZONA@WORK Job Center partners, the LWDB, and the CEO/s have signed the RSA; and,
- The RSA must be effective at least through June 30, 2018

## **Attachment B1:**

### **ARIZONA@WORK Job Center and Affiliate Site Locations**

- **ARIZONA@WORK Job Center (Comprehensive One-Stop):** A Job Center location where job seekers and employers can access programs, services, and activities of all required partners with at least one Title I-B staff person physically present.
- **Affiliate Site (Affiliate Job Center):** A Job Center location where job seekers and employers can access the programs, services, and activities of one or more partners. An Affiliate Site is not required to provide access to all partner programs.
- **Specialized Center:** A Job Center location associated with either an ARIZONA@WORK Job Center or Affiliate Site that addresses the specific needs of dislocated workers, youth, or key industry sectors, or clusters.

***Submitted MOU Identified These Under “System Access”***

**Attachment B1: ARIZONA@WORK Job Center and Affiliate Site Locations**

**LWDA:** \_\_\_\_\_

<b>ARIZONA@WORK Job Center Locations</b> <i>(Name, Address, Contact Name, Phone Number)</i>	<b>ARIZONA@WORK Affiliate Site Locations</b> <i>(Name, Address, Contact Name, Phone Number)</i>
<b>ARIZONA@WORK Job Center Location #1:</b>	<b>Affiliate Site Location #1:</b>
<b>ARIZONA@WORK Job Center Location #2:</b>	<b>Affiliate Site Location #2:</b>
<b>ARIZONA@WORK Job Center Location #3:</b>	<b>Affiliate Site Location #3:</b>

## Attachment B2:

### **ARIZONA@WORK Job Center Partners Colocated in Each ARIZONA@WORK Job Center and Affiliate Site Location**

ARIZONA@WORK Job Center Partners are **colocated** if they have a **physical presence** in the ARIZONA@WORK Job Center **and** have a **dedicated space to use on a permanent, part-time, or intermittent basis**.

***Unemployment Insurance Partner:** Co-location is determined by having a physical presence...a dedicated phone line to a UI call center does not establish co-location.*

***SCSEP Partner:** When there is SCSEP staff that administers the program physically located in the ARIZONA@WORK Job Center, this partner is considered a colocated partner; an SCSEP participant working at the Center does not establish colocation.*



**Attachment B2: ARIZONA@WORK Job Center Partners Co-located in Each ARIZONA@WORK Job Center Location**

**Local Workforce Development Area: \_\_\_\_\_**

*(Place an "X" if the ARIZONA@WORK Job Center Partner is Co-located in the Identified ARIZONA@WORK Job Center Affiliate Site)*

Partner	Job Ctr #1	Job Ctr #2	Job Ctr #3	Affiliate #1	Affiliate #2	Affiliate #3
Adult/DW						
Youth						
Adult Ed						
MSFW						
Wagner-Peyser						
Trade						
Veterans						
Voc Rehab						
SCSEP--State						
SCSEP-National						
Career/Tech Ed						
HUD E&T						
CSBG E&T						
Second Chance						
Youth Build						
Job Corps						
Native Amer						

***The following attachments must be completed for each ARIZONA@WORK Job Center and Affiliate Site location:***

- *Attachment B3: Annual Infrastructure Budget for Each ARIZONA@WORK Job Center and Affiliate Site*
- *Attachment B4: Percentage of Co-located ARIZONA@WORK Job Center Partner's Occupancy in Each Center*
- *Attachment B5: Initial Proportionate Share of Infrastructure Costs Allocated to Each Co-located ARIZONA@WORK Job Center Partner*

**Attachment B3: Annual Infrastructure Budget for Each ARIZONA@WORK Job Center and Affiliate Site**

Complete the **non-personnel budget** (with cost category/line item, line item details, and annual cost for each line item) **for each Center**. (Only include "Supplies to Support the General Operation of the Job Center" and "Common Identifier Costs" that have been agreed by all partners located in that Center.)

## ***Training and Employment Guidance Letter WIOA No. 17-16***

**“Infrastructure Costs.** Infrastructure costs of AJCs are defined as **non-personnel costs that are necessary for the general operation of the one-stop center**, including:

Rental of the facilities; utilities and maintenance; equipment (including assessment-related and assistive technology for individuals with disabilities); and technology to facilitate access to the one-stop center, including technology used for the center’s planning and outreach activities.

**Non-personnel costs.** Non-personnel costs are all costs that are not compensation for personal services. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the one-stop center. Such costs may include service contracts with vendors or contractors, equipment, and supplies.”

**Attachment B3: Annual Infrastructure Budget for Each ARIZONA@WORK Job Center and Affiliate Site**

ARIZONA@WORK Job Center: \_\_\_\_\_ (Name/Location)

Or

Affiliate Site/Specialized Center: \_\_\_\_\_ (Name/Location)

<i>Cost Category/Line Item</i>	<i>Line Item Cost Detail</i>	<i>Cost</i>
<b>Rent</b>		
Rental of Facilities		
<b>Subtotal: Rental Costs</b>		
<b>Utilities and Maintenance</b>		
Electric		
Gas		
Water		
Sewer Connections		
High-Speed Internet		
Telephones (Landlines)		
Facility Maintenance Contract		
Security Contract		
<b>Subtotal: Utilities and Maintenance Costs</b>		
<b>Equipment</b>		
Assessment-related products		
Assistive technology for individuals with disabilities (“Access and Accommodation”)		

Copiers		
Fax Machines		
Computers		
Other tangible equipment used to serve all center customers (not specific to an individual program partner)  <i>Specify Other Tangible Equipment</i>		
<b>Subtotal: Equipment Costs</b>		
<b>Technology to Facilitate Access to the ARIZONA@WORK Job Center</b>		
Technology used for the center's planning and outreach activities  <i>Specify the Technology</i>		
Cost of creation and maintenance of a center website (not specific to an individual program partner) that provides outreach to customers by providing information on ARIZONA@WORK Job Center services and/or provides direct service access to the ARIZONA@WORK Job Center  <i>Website Address: _____</i>  <i>(Does not include data systems or case management systems specific to individual program partners.)</i>		
<b>Subtotal: Technology to Facilitate Access Costs</b>		

<b>Supplies to Support the General Operation of the Job Center (Local Option, If Agreed By All Colocated Partners)</b>		
Supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the ARIZONA@WORK Job Center		
<i>Specify Supplies to Support General Operation and Not Specific to a Colocated Partner (e.g., Printing; Postage, Office Supplies)</i>		
<b>Subtotal: Supplies to Support the General Operation of the Job Center</b>		
<b>Common Identifier Costs (Local Option, If Agreed By All Colocated Partners)</b>		
Creating New Signage		
Updating Templates/Materials		
<b>Subtotal: Common Identifier</b>		

<b>SUMMARY OF TOTAL INFRASTRUCTURE COSTS TO BE SHARED BY COLOCATED ARIZONA@WORK PARTNERS</b>	
<b>Cost Category</b>	<b>Total Cost</b>
<b>Subtotal: Rental Costs</b>	
<b>Subtotal: Utilities and Maintenance Costs</b>	
<b>Subtotal: Equipment Costs</b>	
<b>Subtotal: Technology to Facilitate Access Costs</b>	
<b>Subtotal: Supplies to Support the General Operation of the Job Center</b>	
<b>Subtotal: Common Identifier Costs</b>	
<b>TOTAL INFRASTRUCTURE COSTS FOR THIS LOCATION</b>	

## **Attachment B4:**

### **Percentage of Each Co-located ARIZONA@WORK Job Center Partner's Occupancy in Each ARIZONA@WORK Job Center**

**Arizona has decided that the “percentage of each co-located partner’s occupancy” in each ARIZONA@WORK Job Center will be used as the method for proportionately allocating to all colocated ARIZONA@WORK partners their share of all infrastructure costs at that Center.**

Identify each co-located ARIZONA@WORK Job Center partner’s dedicated/assigned space.

The dedicated/assigned partner space is the space that is used only by each co-located ARIZONA@WORK Job Center partner’s staff in the ARIZONA@WORK Job Center.

It does not include shared and common space, such as the greeting area, the resource area, meeting and workshop rooms, restrooms.

Identify the square footage of each ARIZONA@WORK Job Center partner's dedicated/assigned space.

Calculate the percentage of each ARIZONA@WORK Job Center partner's dedicated/assigned space as a percentage of the total dedicated/assigned space used by all co-located ARIZONA@WORK Job Center partners in that Center.

***Square Footage of the Partner's Dedicated Space***

***Divided By***

***Total Square Footage of Dedicated Space for All Colocated Partners***

***Equals***

***Partner's Dedicated Space as a  
Percentage of All Partners' Dedicated Space***



**Attachment B4:  
Percentage of Co-located ARIZONA@WORK Job Center Partner's Occupancy in Each Center**

ARIZONA@WORK Job Center Location: \_\_\_\_\_

Total Square Footage of the ARIZONA@WORK Job Center: \_\_\_\_\_ Square Feet

Total Square Footage of Dedicated/Assigned Space For All Co-located  
ARIZONA@WORK Job Center Partners: \_\_\_\_\_ Square Feet

<i>Colocated ARIZONA@WORK Job Center Partners</i>	<i>Square Footage of the ARIZONA@WORK Job Center Partner's Dedicated/Assigned Space</i>	<i>ARIZONA@WORK Job Center Partner's Dedicated Space as a % of All Co-located ARIZONA@WORK Job Center Partners' Space</i>
Adult/Dislocated Worker		
WIOA Title I Youth		
Wagner-Peyser		
Trade		
Veterans		
MSFW		
Adult Education		
Vocational Rehabilitation		
Other Colocated Partner:		
Other Colocated Partner:		
<b>Total Percentage of the Designated/Assigned Space of All Colocated Partners</b>		<b>100%</b>

## **Attachment B5:**

### **Initial Proportionate Share of Infrastructure Costs Allocated to Each Co-located ARIZONA@WORK Job Center Partner**

**Initial estimated proportionate share of infrastructure costs allocated to each ARIZONA@WORK Job Center partner is based upon the “percentage of each co-located ARIZONA@WORK Job Center partner’s occupancy” in each ARIZONA@WORK Job Center location.**

This initial determination must be periodically reconciled against actual costs incurred and any changes in the dedicated/assigned space of each co-located ARIZONA@WORK Job Center partner and adjusted accordingly.

**Co-located ARIZONA@WORK Job Center partners may provide cash, non-cash, and third-party in-kind contributions to cover their proportionate share of infrastructure costs.**

**If non-cash or in-kind contributions are used, they cannot include non-infrastructure costs (such as personnel)\*.**

*(\* The WIOA Joint Final Rule Preamble states, “Infrastructure costs, unlike other shared operating costs, do not include personnel costs and therefore may not be paid for with in-kind personnel time.”)*

**The value of non-cash and third-party in-kind contributions must be consistent with 2 CFR 200.306** and reconciled on a regular basis (i.e., monthly or quarterly) to ensure they are fairly evaluated and meet the partners’ proportionate share.

***Total Infrastructure Costs (Attachment B3)***

***Multiplied By***

***Partner’s % of Dedicated Space (Attachment B4)***

***Equals***

***Partner’s Initial Proportionate Share of Infrastructure Costs***

**Attachment B5:  
Initial Proportionate Share of Infrastructure Costs Allocated to  
Each Co-located ARIZONA@WORK Job Center Partner**

ARIZONA@WORK Job Center Location: \_\_\_\_\_

**Total Infrastructure Costs for This ARIZONA@WORK Job Center: \$ \_\_\_\_\_ (See Attachment B3)**

Co-located ARIZONA@WORK Job Center Partner	ARIZONA@WORK Job Center Partner's Dedicated Space as a % of All Co-located ARIZONA@WORK Job Center Partners' Space (Attachment B4)	Proportionate Share  Proportionate Share (% of ARIZONA@WORK Job Center Partner Space X Total Infrastructure Cost = ARIZONA@WORK Job Center Partner Share)	\$ Share to Be Paid In Cash	\$ Share to Be Paid In Non-Cash
<b>Total Infrastructure Costs to Be Shared by ARIZONA@WORK Job Center Partners in Cash/Non-Cash (Must Equal the Total Infrastructure Costs for This ARIZONA@WORK Job Center)</b>				

## **Attachment C: Signatures of Colocated ARIZONA@WORK Job Center Partners Agreeing to Share Infrastructure Costs**

All **co-located** ARIZONA@WORK Job Center partners **in any ARIZONA@WORK Job Center location must sign** this agreement to share infrastructure costs as set forth in Attachments B1, B2, B3, B4, and B5.

**They are agreeing to share infrastructure costs only in those Center/s in which they are co-located.**

The IFA must include, “Signatures of the individual with authority to bind the signatories to the IFA, including all ARIZONA@WORK Job Center partners, CEO(s) and Local WDB participating in the IFA.”

***“By signing below, all parties agree to the terms prescribed in the Infrastructure Funding Agreement”***

***Chief Elected Official, LWDB Chairperson, All Colocated Partners***

**Attachment D:**

**Signatures of Non Co-located ARIZONA@WORK Job Center Partners Agreeing to Negotiate the Sharing of Infrastructure Costs When Sufficient Data Are Available to Determine Relative Benefit and Proportionate Share**

All non co-located ARIZONA@WORK Job Center partners must agree that the IFA will be negotiated to include their proportionate share of contributions when data systems are in place and data is available to accurately allocate relative benefit.

***“By signing below, all parties agree that when data are available to determine the benefit of ARIZONA@WORK Job Centers to non-located partners, the infrastructure funding agreement, additional costs, will be negotiated to include their proportionate share of contributions”***

***All Non-Colocated Partners***

**ARIZONA@WORK Operating Budget:  
Additional Costs---Applicable Career Services (Required)**

**“WIOA Joint Final Rule § 678.425: What are the applicable career services that must be provided through the one-stop delivery system by required one-stop partners?”**

(a) The applicable career services to be delivered by required one-stop partners are those services listed in § 678.430 that are authorized to be provided under each partner's program.”

**Joint Operational Informational Broadcast PB 17-004):**

Additional costs, “Must include the costs of the provision of career services in WIOA sec. 134(c)(2) applicable to each program consistent with partner’s program authorizing federal statutes and regulations, and allocable costs based on federal cost principles in Uniform Guidance at 2 CFR 200.”

## **“Consolidated System Budget for Applicable Career Services”**

- The **total amount of funds budgeted** by the required ARIZONA@WORK Job Center **partners for the delivery of the career services** (that are applicable to their programs) and made available through the ARIZONA@WORK **one-stop delivery system**.
- This budget includes both **co-located and non co-located partners** and is a **system-wide budget for the LWDA as a whole**. The “applicable career services” budget is **not tied to a specific ARIZONA@WORK Job Center**.
- ARIZONA@WORK Job Center Partners **do not negotiate this consolidated budget**; it is simply compiled and displayed (using the budget information provided by each partner).
- **These costs are not necessarily cost-shared**. If agreed, the cost for the delivery of these services may be shared under the “Other Shared Costs and Services” component of this agreement.



***Steps to Complete the Required Templates:  
“Consolidated System Budget for Applicable Career Services”***

**Attachment E1: Career Services Applicable to  
Each ARIZONA@WORK Job Center Partner**

1. Each required ARIZONA@WORK Job Center **partner identifies the basic and individualized career services that are applicable to their program.** The definitions of basic career services are attached.

*Not all services of every ARIZONA@WORK Job Center partner will be included in its list of applicable career services. (For example, the basic career service of initial assessment is applicable to the Title II Program Partner, but classroom instruction for the attainment of High School Equivalency is not defined as a career service in WIOA and will not be included in the list of applicable career services.)*

<b>Attachment E1: Career Services Applicable to Each ARIZONA@WORK Job Center Partner</b>							
<b>Basic Career Services</b>	<b>T-I Adult</b>	<b>T-I DW</b>	<b>T-I Youth</b>	<b>T-II AEL</b>	<b>T-III WP</b>	<b>T-IV VR</b>	<b>TANF</b>
T-I Program Eligibility	✓	✓	✓				
Outreach, Intake, Orient	✓	✓		✓	✓	✓	
Initial Assessment	✓	✓		✓	✓	✓	✓
Labor Exch/Job Search	✓	✓			✓	✓	✓
Referrals to Partners	✓	✓		✓	✓	✓	✓
LMI	✓	✓			✓	✓	✓
Performance/Cost Info	✓	✓			✓		
Support Service Info	✓	✓			✓	✓	✓
UI Info/Assistance	✓	✓			✓		
Financial Aid Info	✓	✓		✓	✓	✓	✓
<b>Basic Career Services</b>	<b>Tech Ed</b>	<b>SCSEP</b>	<b>Job Corps</b>	<b>Native Am</b>	<b>MSF</b>	<b>YouthBuild</b>	<b>TAA</b>
T-I Program Eligibility							
Outreach, Intake, Orient					✓		✓
Initial Assessment							✓
Labor Exch/Job Search					✓		✓
Referrals to Partners					✓		✓
LMI							✓
Performance/Cost Info							
Support Service Info					✓		✓
UI Info/Assistance					✓		✓
Financial Aid Info							✓

<b>Basic Career Services</b>	<b>Comm Act</b>	<b>Housing</b>	<b>UI</b>	<b>Native Am</b>	<b>Other Part</b>	<b>Other Part</b>	<b>Other</b>
T-I Program Eligibility							
Outreach, Intake, Orient							
Initial Assessment							
Labor Exch/Job Search							
Referrals to Partners							
LMI							
Performance/Cost Info							
Support Service Info							
UI Info/Assistance			✓				
Financial Aid Info							

<b>Individ Career Services</b>	<b>T-I Adult</b>	<b>T-I DW</b>	<b>T-I Youth</b>	<b>T-II AEL</b>	<b>T-III WP</b>	<b>T-IV VR</b>	<b>TANF</b>
Comp Assessment	✓	✓				✓	
Employment Plan	✓	✓				✓	✓
Career Plan/Counsel	✓	✓				✓	✓
Short-Term Prevoc	✓	✓				✓	
Internships/Wk Exper	✓	✓				✓	✓
Out-of-Area Job Search	✓	✓					
Financial Literacy	✓	✓					✓
ELA/Integ Education	✓	✓		✓			
Workforce Preparation	✓	✓		✓			✓

ARIZONA@WORK Infrastructure Funding Agreement Training (June 16, 2017)

<b><i>Individ Career Services</i></b>	<b>Tech Ed</b>	<b>SCSEP</b>	<b>Job Corps</b>	<b>Native Am</b>	<b>MSF</b>	<b>YouthBuild</b>	<b>TAA</b>
Comp Assessment					✓		✓
Employment Plan							✓
Career Plan/Counsel							✓
Short-Term Prevoc							
Internships/Wk Exper							
Out-of-Area Job Search							
Financial Literacy							✓
ELA/Integ Education							
Workforce Preparation							✓
<b><i>Individ Career Services</i></b>	<b>Comm Act</b>	<b>Housing</b>	<b>UI</b>	<b>Native Am</b>	<b>Other Part</b>	<b>Other Part</b>	<b>Other Part</b>
Comp Assessment							
IEP							
Career Plan/Counsel							
Short-Term Prevoc							
Internships/Wk Exper							
Out-of-Area Job Search							
Financial Literacy							
ELA/Integ Education							
Workforce Preparation							

## Attachment E2: Consolidated System Budget for the Delivery of Applicable Career Services

2. After identifying the career services applicable to its program, the ARIZONA@WORK Job Center **partner then identifies the estimated or actual funds budgeted for the delivery of these services for the current program year.**

*ARIZONA@WORK Job Center Partners are only required to include the career services that **are funded through the federal legislation** that makes them a required ARIZONA@WORK Job Center partner in this estimate. (For example, a local community college may have state funds, as well as federal Carl Perkins Career and Technical Education funds for career services; only the federal funds are required to be included in this estimate.)*

*This **budget includes all costs (including personnel)** related to the administration and delivery of these services.*

*If partners do not have specific dollar amounts available, they **may report a reasonable estimate.** Partners will be deemed in compliance with this requirement as long they provide a reasonable estimated amount.*

*A separate line item is not required for each of the applicable **basic or individualized career services.** The estimated or actual funds budgeted for applicable career services are divided into two categories: The total for all applicable basic career services and the total for all applicable individualized career services.*

3. Once all ARIZONA@WORK Job Center partners have identified the actual or estimated budget for the delivery of their applicable career services within the LWDA, all **ARIZONA@WORK Job Center partner budgets will then be totaled and displayed in the “Required Consolidated System Budget for Applicable Career Services”.**

<b>Attachment E2: Consolidated System Budget for the Delivery of Applicable Career Services</b>							
<p><i>The "Consolidated System Budget for the Delivery of Applicable Career Services" is the total actual or reasonably estimated amount of funds budgeted by the required ARIZONA@WORK Job Center partners for the delivery of the career services (that are applicable to their programs) and made available through the ARIZONA@WORK one-stop delivery system. This budget includes all costs, including personnel, related to the administration and delivery of these services.</i></p>							
<b>Applic Career Services</b>	<b>T-I Adult</b>	<b>T-I DW</b>	<b>T-I Youth</b>	<b>T-II AEL</b>	<b>T-III WP</b>	<b>T-IV VR</b>	<b>TANF</b>
<b>Basic Career Services:</b> T-I Eligib/Initial Assess Outreach, Intake, Orient Labor Exch/Job Search Referrals/LMI Support Service Info UI Info/Fin Aid Info	\$	\$	\$	\$	\$	\$	\$
<b>Applic Career Services</b>	<b>Tech Ed</b>	<b>T-V OAA</b>	<b>Job Corps</b>	<b>Native Am</b>	<b>MSF</b>	<b>YouthBuild</b>	<b>TAA</b>
<b>Basic Career Services:</b> T-I Eligib/Initial Assess Outreach, Intake, Orient Labor Exch/Job Search Referrals/LMI Support Service Info UI Info/Fin Aid Info	\$	\$	\$	\$	\$	\$	\$
<b>Applic Career Services</b>	<b>Comm Act</b>	<b>Housing</b>	<b>UI</b>	<b>Native Am</b>	<b>Other Part</b>	<b>Other Part</b>	<b>Other Part</b>
<b>Basic Career Services:</b> T-I Eligib/Initial Assess Outreach, Intake, Orient Labor Exch/Job Search Referrals/LMI Support Service Info UI Info/Fin Aid Info	\$	\$	\$	\$	\$	\$	\$

<i>Applic Career Services</i>	<b>T-I Adult</b>	<b>T-I DW</b>	<b>T-I Youth</b>	<b>T-II AEL</b>	<b>T-III WP</b>	<b>T-IV VR</b>	<b>TANF</b>
<b>Indiv Career Services:</b> Comp Assessment/IEP Career Plan/Counsel Short-Term Prevoc Internship/Wk Exper Financial Literacy IET/ELA/WF Prep	\$	\$	\$	\$	\$	\$	\$
<i>Applic Career Services</i>	<b>Tech Ed</b>	<b>T-V OAA</b>	<b>Job Corps</b>	<b>Native Am</b>	<b>MSF</b>	<b>YouthBuild</b>	<b>TAA</b>
<b>Indiv Career Services:</b> Comp Assessment/IEP Career Plan/Counsel Short-Term Prevoc Internship/Wk Exper Financial Literacy IET/ELA/WF Prep	\$	\$	\$	\$	\$	\$	\$
<i>Applic Career Services</i>	<b>Comm Act</b>	<b>Housing</b>	<b>UI</b>	<b>Native Am</b>	<b>Other Part</b>	<b>Other Part</b>	<b>Other Part</b>
<b>Indiv Career Services:</b> Comp Assessment/IEP Career Plan/Counsel Short-Term Prevoc Internship/Wk Exper Financial Literacy IET/ELA/WF Prep	\$	\$	\$	\$	\$	\$	\$



**ARIZONA@WORK Operating Budget:  
Shared Operating Costs and Shared Services (Optional: May)**

**§ 678.760: “How do one-stop partners jointly fund other shared costs under the Memorandum of Understanding?”**

**“These other costs must include applicable career services and may include other costs, including shared services...”**

**Shared services’ costs may include the costs of shared services that are authorized for and may be **commonly provided through the one-stop partner programs to any individual**, such as initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to other one-stop partners, and **business services.****

**Shared operating costs may also include shared costs of the Local WDB’s functions.”**

## Considerations and Parameters: “Other Shared Costs and Shared Services”

- ✓ ARIZONA@WORK Job Center Partners **must agree at the local level** for these types of costs to be shared.
- ✓ “Other Shared Costs and Shared Services” Template is **not a required component of completed, signed, and submitted IFA**
- ✓ Lack of agreement at the local level for these “Other Shared Costs and Shared Services” **will not trigger the State Funding Mechanism**
- ✓ Unlike infrastructure costs, these costs **may include personnel**
- ✓ **Two or more partners may agree to share in one or more these types of costs**

- ✓ “Other Shared Costs and Shared Services” may include costs that are applicable to and **agreed to be shared by only certain ARIZONA@WORK Job Center partners.**

In those cases, **only the applicable partners will need to agree upon the sharing of those identified costs.**

- ✓ As with infrastructure costs, other ARIZONA@WORK system **costs must be allocable according to the proportion of benefit received** by the ARIZONA@WORK Job Center partners agreeing to share those costs, consistent with the partners’ authorizing federal statutes and the Uniform Guidance.
- ✓ **When any two or more partners agree** to share “Other Shared Costs and Shared Services”, there must be an agreed upon **budget for these costs and an agreed upon cost sharing methodology.**

## **Examples of “Other Shared Costs and Shared Services” That May Be Agreed by Partners...**

- **Initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, and referrals to other ARIZONA@WORK partners:**

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

- **Business services:**

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

- **Cross training of ARIZONA@WORK Job Center partner staff:**

*This may include any staff cross training on partner programs and eligibility, customer service, serving individuals with barriers to employment, and other such training that builds an integrated one-stop delivery system.*

- **Shared personnel costs for ARIZONA@WORK Job Centers by colocated partners:**

This may include ARIZONA@WORK **Job Center receptionists and/or Job Center managers.**

*If the ARIZONA@WORK Job Center manager is also the one-stop operator, this position falls under the permissible “shared costs of the local WDB functions”.*

- **“Shared Costs of the Local WDB’s functions”**

## **ARIZONA@WORK Policy: Opportunity to Share the Costs of the Local WDB Functions**

§ 679.370 defines the functions of Local WDBs. **Functions include:**

1. Responsibility for the **effective operation of Title IB Adult, Dislocated Worker, and Youth Programs**, including the selection of providers
2. Responsibility for the **development and oversight of the one-stop delivery system in the local area**, including the selection of the one-stop operator

Local WDBs have **responsibilities both as a system partner** (i.e., the administrative entity for the Title IB programs) and in **working with partners to develop the local one-stop system**, including the operation one-stop centers.

**It is the ARIZONA@WORK policy that the permissible sharing of Local WDB costs by partners is limited to the costs directly related to the coordination and operation of the one-stop system and centers.** It does not include the operational costs of administering and operating Title IB programs or fulfilling other WDB-specific functions, such as development of local/regional plans.

**System coordination/center management costs may include:**

- **Local WDB staff members who have a responsibility for developing and coordinating ARIZONA@WORK Job Center partnerships throughout the system.**  
*(If staff has additional duties, only proportion directly related to system partnership activities may be cost shared.)*
- **One-Stop Operator when fulfilling the required role to “coordinate service delivery of required ARIZONA@WORK Job Center partners”, including the possible role of ARIZONA@WORK Job Center management**

## **The One-Stop Operator potentially has multiple roles...**

***“§ 678.620: What is the one-stop operator’s role?”***

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

***Local WDBs may establish additional roles of one-stop operator, including, but not limited to:***

***Coordinating service providers across the one-stop delivery system, being the primary provider of services within the center, providing some of the services within the center, or coordinating service delivery in a multi-center area, which may include affiliated sites.***

***The competition for a one-stop operator must clearly articulate the role of the one-stop operator.”***



## **Competition for one-stop operator may include these roles...**

### **1. ARIZONA@WORK System Coordination (Required)**

**One-stop operator's role in ARIZONA@WORK system coordination may be cost-shared by ARIZONA@WORK Job Center partners.**

### **2. ARIZONA@WORK Job Center Management (Optional)**

**One-stop operator's role in ARIZONA@WORK Job Center management, if included in the procurement, may be cost-shared by ARIZONA@WORK Job Center partners co-located in that center.**

### **3. Provider of Title I-B Services (Optional)**

**The role of Title I-B service provider may not be cost shared.**

## ***Determining system coordination/center management costs...***

### **For LWDB Staff:**

- *Identify any LWDB staff with a responsibility for developing and coordinating ARIZONA@WORK system partnerships.*
- *If the staff member has additional duties, identify the proportion directly related to system partnership activities.*
- *Determine staff salary and benefit costs for the proportion directly related to system partnership activities.*

### **For One-Stop Operator:**

- *Review the procurement, the contract, the statement of work, and the budget for the one-stop operator.*
- *Determine proportion of budget allocated to (a) system coordination, (b) Job Center management, (c) Title I- B service delivery.*

## Methodology to Share System Coordination Costs:

1. Identify the ARIZONA@WORK Job Center partners potentially agreeing to share in these ARIZONA@WORK system coordination costs
2. Calculate the agreeing-partners proportionate share of system coordination costs (LWDB staff and/or the one-stop operator)

***Arizona will use the “percentage of total full-time equivalent (FTE)” staff of co-located and non co-located ARIZONA@WORK Job Center partners agreeing to share in these costs as the method for proportionately allocating these ARIZONA@WORK system coordination costs***

3. Seek ARIZONA@WORK Job Center partner agreement to share in those costs

## **Methodology to Share Job Center Management Costs:**

1. Identify the co-located ARIZONA@WORK Job Center partners potentially agreeing to share in these center management costs
2. Calculate the proportionate share of center management costs to collocated partners agreeing to share in these costs

***Arizona will use the “percentage of total full-time equivalent (FTE)” staff of co-located ARIZONA@WORK Job Center partners agreeing to share in these costs as the method for proportionately allocating center management costs***

3. Seek partner agreement to share in those costs

- ***What is an FTE?***
- ***What is Proportionate Percentage of Total FTEs?***

## **“FTE (Full-Time Equivalent)”:**

Hours worked by one employee on a full-time basis.

The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees.

On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as 8 hours per day or 40 hours per workweek.

*For example:*

*One employee who works 20 hours per week is expressed as .5 FTE.*

## **“Proportionate Percentage of Total FTEs”:**

Percentage of each ARIZONA@WORK Job Center partner’s staff of the total of all FTEs.

**If Two or More ARIZONA@WORK Job Center Partners Agree to Share the Costs of:**

**- LWDB's ARIZONA@WORK System Coordination Function**

*and/or*

**- One-Stop Operator's  
ARIZONA@WORK System Coordination Role**

*“Percentage of total full-time equivalent (FTE)” staff of  
colocated and non-colocated ARIZONA@WORK Job Center partners  
agreeing to share in these costs*

*(For example: If the total number of all FTEs of all co-located and non  
co-located ARIZONA@WORK Job Center partners agreeing to share  
this cost is 50 and one partner has 10 FTEs, that ARIZONA@WORK Job  
Center partner has 10% of the system's FTEs and will share in 20% of  
these ARIZONA@WORK system coordination costs.)*

**If Two or More ARIZONA@WORK Job Center Partners Agree to Share the Costs of:**

**- One-Stop Operator's ARIZONA@WORK Job Center Management Function**

**and/or**

**- ARIZONA@WORK Job Center Manager or Receptionist:**

*“Percentage of total full-time equivalent (FTE)” staff of colocated ARIZONA@WORK Job Center partners agreeing to share in these costs*

*(For example: If the total number of all FTEs of all ARIZONA@WORK Job Center partners co-located in the Center and agreeing to share this cost is 20 and one partner has 5 FTEs, that partner has 25% of the Center's FTEs and will share in 25% of these Center personnel costs.)*

***Attachment F1: Optional ARIZONA@WORK Job Center Partner Agreement to Share Other System Costs and Services***

***Attachment F2: Signatures of ARIZONA@WORK Job Center Partners Agreeing to Share Identified Operating Costs***

1. Complete the “Other Shared Costs and Shared Services” Template **only if two or more ARIZONA@WORK Job Center partners have agreed to share** in a specific type of shared cost and/or service.
2. Complete an **individual “Other Shared Costs and Shared Services” Template (Attachment F1)** for each type of cost and/or service that has been agreed to be shared by two or more ARIZONA@WORK Job Center partners.
3. Identify **the type of other costs to be shared** and provide a very brief description of what that cost includes



4. Identify the ARIZONA@WORK Job **Center partners that have agreed** to share in the this type of cost and how they will benefit
5. Complete the **operating budget for each type of shared cost** and/or service that has been agreed to be shared
6. Describe the **agreed-upon cost allocation methodology** to allocate these costs\*
7. Using the agreed-upon cost allocation methodology, **identify the initial proportionate share of the costs** to be contributed by each partner participating in the sharing of this cost
8. Indicate how much of each partner's allocated cost will be **contributed through cash and/or noncash**
9. Have **partners participating in this specific shared cost sign** the agreement to share those costs (**Attachment F2**)

**Attachment F1 (Optional):  
ARIZONA@WORK Job Center Partner Agreement to Share Other Costs and Services**

**Type of Cost to be Shared:**

**Description of the Cost to Be Shared and What It Includes:**

**ARIZONA@WORK Job Center Partners Agreeing to Share This Cost**

**The following ARIZONA@WORK Job Center partners have agreed to share these costs:**

**The ARIZONA@WORK Job Center partners that agreed to share these costs will benefit by:**

<b>Shared Cost Budget for (Identify the Type of Cost)</b>		
<i>Line Item</i>	<i>Budget Detail</i>	<i>Cost</i>
<b>Total Budget for This Shared Cost</b>		<b>\$</b>
<b>Agreed Upon Cost Allocation Methodology to Share This Cost</b>		

<b>Proportionate Share for ARIZONA@WORK Job Center Partners Agreeing to Share These Costs</b>				
<i>(Identify the Type of Cost)</i>				
<i>Partners Agreeing</i>	<i>Agreed Methodology</i>	<i>Initial Partner Share</i>	<i>Amount in Cash</i>	<i>Amount in Non-Cash</i>
Partner 1:		\$	\$	\$
Partner 2:		\$	\$	\$
Partner 3:		\$	\$	\$
Partner 4:		\$	\$	\$
Partner 5:		\$	\$	\$
Partner 6:		\$	\$	\$
<b>Total Budget for This Shared Cost</b>		\$	\$	\$

**Next Steps to Complete the IFA Not Later Than September 30:**

*What Clarifications (If Any) Are Needed for You to Move Forward?*

*What State Support Should Be Provided for Local IFA Success?*



<b>8/15/17</b>	<b><i>Submit IFA Progress Report to DES</i></b>
<b>8/31/17</b>	<b><i>Recommended Date to Initiate Signature Process</i></b>
<b>Not Later Than 9/30/17</b>	<b><i>Submit Negotiated and Partner-Agreed Upon IFA</i></b>
<b>10/1/17</b>	<b><i>DES/ADE Reviews, Assesses If SFM Needed</i></b>
	<b><i>State Funding Mechanism Implemented, If Needed</i></b>
<b>1/1/18</b>	<b><i>Final Signed IFA in All LWDA's</i></b>

***What Are Your Immediate Next Steps?***