

**Larimer County Workforce Development Board**

**MEMORANDUM OF UNDERSTANDING FOR SERVICE DELIVERY AGREEMENTS  
PURSUANT TO THE  
WORKFORCE INNOVATION AND OPPORTUNITY ACT**

**PARTIES AND PURPOSE**

This Memorandum of Understanding ('MOU') is made between the Larimer County Workforce Development Board (LCWDB) and the Colorado Department of Labor and Employment, Division of Employment and Training, Jobs for Veterans State Grant (JVSG) Program (Eligible Veterans and Spouses Employment and Training Program).

**TERM**

The Parties' performance under this MOU ('Effective Date' and 'Initial Term') shall commence on **July 1, 2016**, and shall terminate on **June 30, 2017**, unless previously terminated or updated by one of the parties pursuant to the terms of this MOU.

**SCOPE**

This Memorandum of Understanding is entered into by and between the Parties for the operation of the one-stop delivery system, including the coordination of service delivery and the referral of customers, for the Larimer County area.

The Parties to this MOU agree to work collaboratively to carry out the provisions of this MOU.

**PROVISIONS**

The LCWDB has identified the following location as the comprehensive center for the local workforce development area.

Larimer County Workforce Center  
200 West Oak, Suite 5000  
Fort Collins, CO 80522  
Larimer County

**SERVICES MADE ACCESSIBLE THROUGH THE ONE-STOP DELIVERY SYSTEM IN THE FOLLOWING METHODS:**

Services provided by the Jobs for Veterans State Grant (JVSG) are identified in the following chart. An "X" indicates that the services are provided directly by JVSG staff and the "R" indicates services provided by referral to another program/agency.

<i>Preliminary Services</i>		<i>Services Requiring Eligibility</i>		<i>Training Services</i>		<i>Employer Services</i>	
Public Information	<b>X</b>	Enrollment or Registration	<b>R</b>	Financial Assistance for Training	<b>R</b>	Job Listing	<b>X</b>
Outreach, Recruitment	<b>X</b>	Diagnostic Assessment	<b>R</b>	Occupational Skills Training	<b>R</b>	Candidate Screening	<b>X</b>

Determination of Program Appropriateness for Customer	X	Individual Self-Sufficiency or Employment Plans	X	On-the-Job Training	R	Candidate Testing	R
Orientation	X	Counseling: Group or Individual	X	Skills Upgrading	R	Job Referrals	X
Resource Center	R	Case Management	X	Re-Training	R	Space for Job Interviews	R
Initial Assessment	X R	Basic Education, Literacy Training, GED Training	R	Entrepreneurial Training	R	Labor Market Information	X R
Workshops	X	English as a Second Language Training	R	Apprenticeship Training	R	Local Economic Development Information	X R
Career Information	X	Computer Literacy Training	R	Customized or Workplace Training	R	Employer Incentives	X
Labor Market Information	X R	Job Readiness Training	X R	Work Experience, Internship (including Summer Jobs)	R	Employer Seminars	X R
Job Search Skills & Information	X	Life Skills Training	X R			Job Fairs	X R
Job Referrals	X	Supportive Services	X R			Services to Laid Off Workers	X R
Eligibility Determination	X	Post Employment or Job Retention Services	X			Outplacement Services	R
Follow-Up	X	Tutoring, Study Skills Training	R			Job Analysis	X R
		Leadership Development Activities	R			Focus Groups	X R
		Mentoring	X R				
		Alternative Secondary School	R				

The Larimer County One-Stop service delivery system provides Basic Career Services. These services are provided within the Comprehensive One-Stop Location and may be available at additional One-Stop Locations. These services include:

<i>Basic Career Services</i>	<i>Comprehensive One-Stop Location</i>	<i>Additional One-Stop Locations</i>
Job vacancies in labor market areas	Yes	Yes
Information on job skills necessary to obtain the jobs	Yes	Yes
Local, in-demand occupations and related earning potential	Yes	Yes

Opportunities for advancement in those occupations	Yes	Yes
Outreach, intake and orientation to information and other services available through one-stop system	Yes	Yes
Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes and abilities	Yes	Yes
Labor exchange services including job search assistance and information on in-demand sectors, occupations, and non-traditional employment	Yes	Yes
Referrals and coordination of activities with other programs and services	Yes	Yes
Performance and cost information on eligible providers of training services and local WIOA performance accountability measures	Yes	Yes
Information relating to the availability of supportive services and referrals to those services	Yes	Yes
Information on Unemployment Insurance including meaningful assistance in filing claim	Yes	Yes
Financial aid information to establish eligibility for training not provided under WIOA	Yes	Yes

The Larimer County One-Stop service delivery system provides Individualized Career Services. These services are provided within the Comprehensive One-Stop Location and additional One-Stop Locations pending eligibility and funding availability. These services include:

<i>Individualized Career Services</i>	<i>Comprehensive One-Stop Location</i>	<i>Additional One-Stop Locations</i>
Development of an Individual Employment Plan (IEP)	Yes	Yes
Career planning and group/individual counseling	Yes	Yes
Comprehensive assessment of skill levels and service needs of Adults and Dislocated Workers	Yes	Yes
Short-term prevocational services	Yes	Yes
Internship and work experience linked to careers	Yes	Yes
Workforce preparation activities	Yes	Yes
Out-of-area job search and relocation assistance	Yes	Yes
Financial literacy services	No	No
English language acquisition and integrated education programs	No	No

Follow-up services for participants placed in unsubsidized employment, for up to 12 months after first day of employment.	Yes	Yes
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Please provide detailed descriptions of each of the following:

**I. Access to Services**

- a. Describe the manner in which the One-Stop Partner will fulfill the access requirement. Provide details. The options are (1) co-location; (2) cross-trained staff; and (3) direct technological linkage.

Colorado Department of Labor and Employment (CDLE) Jobs for Veterans State Grant (JVSG) supported staff is assigned to the local area workforce centers in order to most effectively assure receipt of all employment and training services and the prompt referral to appropriately needed supportive services for veteran customers and their eligible spouses. The placement of the JVSG supported staff is determined by CDLE based on veteran population in accordance with the JVSG State plan.

Within the local workforce centers the Disabled Veteran Outreach Program specialists are co-located in the vicinity of the WIOA programs. The reasoning behind this decision is to promote: (i) program co-enrollments, (ii) cross training between the WIOA and DVOP case managers and case management practices and (iii) promote the appearance of a seamless application process to Veterans who apply for training in one or both programs.

DVOP specialists may visit the satellite office(s) of the workforce center and the offices of other outreach partners located within their communities after a schedule has been arranged and approved by CDLE Leadership. Outreach partners may include but are not limited to:

- Military Installations
- Colleges, Universities and Technical Schools
- Homeless Veterans Reintegration Programs (HVRP) and Homeless Shelters
- Vocational Rehabilitation and Employment Programs (VR&E)
- Department of Veteran Affairs Medical Centers and Vet Centers
- Veteran Service Offices (VSO)
- County Departments of Human Services

Local Veteran Employment Representatives (LVER) will also be co-located within the local area Workforce Center(s) and will be located within close proximity of the one stop Business Service Division Team. By doing so this provides the LVER the opportunity to work with the Business Service Representatives and to participate in planning and implementation of any employer focused initiative in which all veterans and eligible spouses may benefit from.

**II. Service Delivery**

- a. Describe services you will provide, coordination of services and delivery of services. Include physical location where services will be provided. Identify which items will be available at workforce centers and which will be available at other locations.

The DVOP specialists are able to provide an array of the employment services to eligible veterans and spouses based on their employment needs. Listed below are the direct services offered which includes but are not limited to:

- Developing an Individual Employment plan
- Creating a public and private resume
- Fine tuning interviewing skills
- Referrals to job postings
- Job Search Skills & Information
- Learning to navigate labor market information
- Identifying strengths and discovering a career through assessments
- Employment follow-up after job placement

Because the DVOP specialists work closely with the workforce center staff and other community organizations, they are familiar with other valuable resources in which they are able to refer eligible veterans and their spouses to. These referrals may include but are not limited to:

- State funded On- the- Job-Training (OJT)
- Entrepreneurial and Apprenticeship Training
- Work experience opportunities
- Supportive services i.e., rent, transportation, and/or food assistance
- Computer Literacy Training
- Financial Counseling
- Legal Counseling
- Mental Health Counseling
- Unemployment Insurance Compensation

LVER are often viewed as business service representatives who promote the knowledge, skills and abilities of all veterans. This objective is accomplished through the following services:

- Facilitating employment, training, and placement opportunities to veterans within the workforce centers, particularly those in JVSG or WIOA programs.
- Educating public and private businesses about the employer focused resources located within their local work force centers.
- Opening possible employment, on-the job, apprenticeship and entrepreneurial training opportunities through discussion and education with local public and private businesses, unions and staffing agencies.
- In conjunction with employers, planning and participating in job fairs, workshops and customized hiring events to fill open job positions with qualified veteran job seekers.
- Identifying and staying up to date on the employment needs of business by utilizing local economic development information.

- Working with other veteran service providers in order to promote veterans as highly skilled and experienced members of the workforce;
- Promoting credentialing and training opportunities for veterans with training providers and licensing agencies;
- Establishing and maintaining regular contact with employers, to include federal contractors, becoming the employers preferred source for recruiting veteran job seekers.
- Active member in the AJC employer or business services/relations team;
- Act as Subject Matter Expert (SME), provide technical assistance and training on all policies and procedures related to the JVSG program.

### **III. Current Resources**

- a. Describe how the services you will provide will be funded. Options include: (1) cash; (2) in-kind; (3) philanthropy; (4) private entities; and (5) alternative financing. Do not include infrastructure costs. Per Colorado Policy Guidance Letter #: WIOA-2016-02, One-Stop Partner contributions to infrastructure costs of the One-Stop System must be added to this MOU by July 1, 2017.

The LCWC administers Basic and Individualized Career Services through the following resources:

- Wagner-Peyser
- Workforce Innovation and Opportunity Act: Adult, Dislocated Worker, and Youth

The Jobs for Veterans State Grant (JVSG) is one of the strategies used by US Department of Labor, Veterans Employment and Training Services (USDOL/VETS) to serve veterans. This grant is provided to states to particularly serve eligible veterans and spouses. Eligible veterans and spouses are defined in Title 38 Chapter 42 and current federal Veteran Program Letters (VPL). The JVSG is a staffing grant only provided to state to support two positions:

**Disabled Veterans' Outreach Program (DVOP) specialists** which provides intensive services to meet the employment needs of eligible veterans and spouses, prioritizing service to special disabled veterans, other disabled veterans and any other categories of veterans in accordance determined by the secretary of Labor.

**Local Veteran Employment Representatives (LVER)** is to conduct outreach to employers and business organizations with the purpose of gaining employment opportunities and job placement for all veterans and eligible spouses.

DVOP specialists are able to serve eligible veterans and spouses whereas LVER's are able to serve all veterans and eligible spouses.

By federal law these positions are filled by state employees who are veterans, preferably disabled veterans that are assigned to local area Workforce Centers. Both DVOP specialists and LVER are required to utilize the employment resources located within their assigned workforce center as well as resources located with other public and private organizations located within their communities. These positions are not to supplant the Workforce Center staff and the services they provide but are intended as a supplemental

resource designated to assist eligible veterans and their spouses who have significant barriers to employment and in need of staff assisted services provided within the framework of case management.

#### **IV. Referrals**

- a. Describe how referrals for services will be coordinated. Including methods of referrals between partners, tracking referrals and related activities, coordination and follow through and shared data systems and documentation.

The JVSG program is intended to provide staff assisted services to eligible veterans and spouses. For this reason, eligible veterans and spouses are strongly encouraged to visit their local Workforce Center to receive in-person employment services. In order to receive services from a DVOP specialist, all veterans must be triaged to determine eligibility, either in person or virtually, using the triage form developed by CDLE.

Workforce Center staff, particularly Wagner-Peyser, is normally the first person to assist all veterans who physically visit the Workforce Center. It is at this point of entry where a workforce center employee must triage each veteran with the purpose of determining eligibility before a veteran or spouse is referred to a DVOP specialist. Workforce centers also have the option to conduct the triage process virtually utilizing the workforce center website or Connecting Colorado, the state operated data system. Whether the triage is in person or virtually, once appropriateness for DVOP services has been established, the category used to determine eligibility, date of referral and person who referred must be documented in Connecting Colorado. The method used to alert the DVOP specialist of a referral will be decided by the workforce center.

If a DVOP specialist is not available to serve an eligible veteran referred for DVOP services, the Workforce Center employee will provide needed services and/or give the eligible veteran the option of making an appointment with the DVOP specialist for a later time. If a veteran is not eligible to be seen by a DVOP specialist, the workforce center employees will provide both core and/or intensive services as needed.

In regards to referrals to other Workforce Center programs, Workforce Center staff will utilize a menu of services and/or training matrix to identify and complete referrals to other Workforce Center programs that appear to best meet the identified needs of the veteran. DVOP specialists, WIOA case managers and Wagner Peyser staff are to work closely with the LVER during and after the program progression. Leveraging the business connections made by the LVER will be beneficial to veterans who are deemed employment ready.

#### **V. Assurances**

- a. Describe methods to ensure that needs of workers, youth and individuals with barriers to development, including individuals with disabilities, are addressed in the provision of necessary and appropriate access to services, including access to technology and materials, made available through the One-Stop Delivery System.

CDLE has established policy guidance letters (PGL) and procedural documents that addresses the expectations for services provided to veterans, particularly those with

significant barriers to employment. These PGL's are listed in the Colorado Department of Labor and Employment Regulation section. Close attention should be paid to the Priority of Service PGL Vet -2014-02 since it is the responsibility of the workforce center, not the JVSG staff to ensure the Priority of Service is demonstrated and extended to all veterans and eligible spouses. Since the enactment of the Jobs for Veterans Act in 2002, Priority of Service has been established in the State of Colorado under policy guidance issued by the Colorado Department of Labor and Employment. Priority of Service, as required by 38 U.S.C § 4215 and 20 C.F.R. 1001 and 1010, is provided to ensure veterans and covered persons receive consideration for all opportunities, for which they qualify, funded in whole or part by the United States Department of Labor. After receipt of state policy, local workforce centers are required to develop internal veterans' Priority of Service policies and procedures and implementing them after review and approval by the State Veterans Program Coordinator. Each year they are required to submit their local policy to the State Coordinator for review, particularly when changes have been made. The Priority of Service regulations require that local AJC's implement policies and procedures that:

- Identify veterans and eligible spouses at point of entry (physical locations, web sites, and other virtual service delivery resources);
- Advise veterans and eligible spouse of their entitlement to Priority of Service;
- Make veterans and eligible spouses aware of the full array of employment, training and placement services available; and
- Identify applicable eligibility requirements for programs and services.
- Veterans and covered person are identified and made aware of their entitlement for Priority of Service at the point of entry into Colorado's workforce system.

Larimer County Workforce Center adheres to Priority of Services for veterans and covered persons and will provide information and/or access to basic career services and referral to other one-stop services in the following methods:

- Identify workers, youth and individuals with barriers to development, including individuals with disabilities, at point of physical entry of the One-Stop Center (as reasonable given the nature of the situation);
- Announce availability of accommodations, as needed, for participation in the agency's workforce development services on the agency website ([www.larimerworkforce.org](http://www.larimerworkforce.org)), marketing/informational materials, and other virtual delivery resources.
- Inform individuals regarding the array of employment, training, and placement services available via promotional materials, agency website, staff guidance, and other virtual delivery resources.
- Assistive technology (i.e., large print keyboard, adjustable work station, amplification equipment) is available to career seekers in the Resource Center of the comprehensive One-Stop Center.
- TTY telephone access is available to all customers of Larimer County at 970.498.7969.

Larimer County Workforce Center established the Auxiliary Aids and Services for Customers with Disabilities policy (#00-103) to ensure that appropriate auxiliary aids and services (such as sign language) are made available when necessary to afford an individual with a disability an equal opportunity to



participate in, and enjoy the benefits of agency services, programs, and activities. Likewise, the Language Assistance Services plan is reviewed and updated, per guidance from CDLE, to improve access to services for persons with Limited English Proficiency.

It is the practice of Larimer County to provide equal opportunity in employment to all employees and applicants. No person shall be discriminated against in any condition of employment because of race, color, national origin, sex (includes gender and gender identity), religion, age, disability, veteran status, sexual orientation or upon any other basis prohibited by Federal or State law, except where age or sex are bona fide occupational qualifications.

## **VI. Modifications and Amendments**

This MOU may be modified, revised, or amended by mutual written consent of all the signatory Parties. A written request must be submitted to the named parties. The modification shall not be effective unless agreed to in writing by all Parties in an Amendment to this MOU, properly executed and approved in accordance with applicable Colorado State law, and State Fiscal Rules.

## **VII. Additional Provisions**

### **A. Entire Understanding**

This Agreement is intended as the complete integration of all understandings between the Parties. No prior or contemporaneous addition, deletion, or other amendment shall have any force or effect whatsoever, unless embodied herein in writing. No subsequent notation, renewal, addition, deletion, or other amendment shall have any force or effect unless embodied in a written amendment executed and approved by the Parties of this Agreement.

### **B. Relationship of Parties**

The County employees shall perform their duties hereunder as an independent contractor and not as employees of the State. The County, nor any employee, agent, subcontractor, service provider, or licensee of the County shall be or shall be deemed to be, an employee or agent of the State. The Parties shall be solely responsible for the acts or omissions of its employees, agents, subcontractors, service provider, and licensees. The County shall not have any authorization, express or implied, to bind the State to any agreements, liability, or understanding except as expressly set forth herein and shall be solely responsible for the acts or omissions of its own employees, agents, subcontractors, service provider, and licensees.

### **C. Confidentiality of Records**

In the event that any Party obtains access to any records, files, or other information of the other Party(ies) in connection with, or during the performance of this MOU, then that Party shall keep all such records, files, or other information confidential, and shall comply with all laws and regulations concerning the confidentiality of such records, files, or other information to the same extent as such laws and regulations; apply to the other Party. Such information shall not include information required to be disclosed pursuant to the Colorado Open Records Act, C.R.S. § 24-72-101, et seq.

### **D. Ownership of Materials and Information**

Unless otherwise provided for in this MOU, the Parties agree that all material, information, data, computer software, documentation, studies, and evaluations produced by the State in the performance of this MOU are the sole property of the State.

**E. Non-Discrimination**

The Local Area shall ensure that its employees, contractors, subcontractors, agents, and designated officers adhere to the provisions of Section 188 of the WIOA addressing non-discrimination and the prohibition of discrimination in carrying out its duties and responsibilities of this Agreement.

**F. Conflict of Interest/Maintenance of Integrity**

Partners shall comply with all conflict of interest provisions under WIOA law and regulation, applicable State and Federal law, regulation, and policy, and shall ensure that its employees, contractors, subcontractors, agents, and designated officers adhere to these provisions throughout the term of this Agreement. The Partners shall administer this Agreement in an impartial manner, free from personal, financial, political, or other questionable or improper gain or motive. In administering this Agreement, the Local Area and its executive staff, and employees shall avoid situations which give rise to a suggestion or perception that any decision made by the Local Area was influenced by prejudice, bias, special interest, or personal gain.

**G. Notice Procedure**

For the purpose of this MOU, the persons listed below are designated as the representatives of the Parties. All notices required or permitted under this MOU shall be in writing and shall be deemed given when (a) personally served or (b) three (3) days after deposit in the United States Mail, certified mail, return receipt requested, and addressed to the following Parties or to such other addressee(s) as may be designated herein. The Parties may designate in writing a new or substitute representative.

1. For the One-Stop:  
Larimer County Workforce Center  
Joni Friedman  
Director  
200 West Oak, Suite 5000  
P.O. Box 2367  
Fort Collins, CO 80522  
970-498-6604  
jfriedman@larimer.org
  
2. For the Jobs For Veterans State Grant (JVSG) Program  
  
William Dowling  
Director  
Colorado Department of Labor and Employment  
Division of Employment and Training  
Workforce Development Programs/State Veterans Program  
633 17<sup>th</sup> St. Suite 700  
Denver, CO 80202  
303-318-8800

with copies to:

Lisa Eze  
Purchasing Director  
Colorado Department of Labor and Employment  
633 17th Street, 11th Floor

Denver, CO 80202  
303-318-8054  
[Lisa.eze@state.co.us](mailto:Lisa.eze@state.co.us)

And

Elaine Edon  
State Veterans Program Coordinator  
Colorado Department of Labor and Employment  
Division of Employment and Training  
Workforce Development Programs/State Veterans Program Coordinator  
633 17th Street, 7th Floor  
Denver, CO 80202  
(303) 318-8937  
[Elaine.edon@state.co.us](mailto:Elaine.edon@state.co.us)

#### **H. ASSIGNMENT**

The Parties rights and obligations hereunder are personal and may not be transferred, assigned, or subcontracted without the prior written consent of the Parties. Any attempt at assignment, transfer, or subcontracting without the written consent of the Parties shall be void.

#### **I. RESOLUTION OF DISAGREEMENTS**

Disputes arising under this MOU will be resolved informally by discussions between each party's Points of Contact. Or other officials designated by each party.

#### **J. RECORD MAINTENANCE AND INSPECTION**

Each Party shall make, keep and maintain a complete file of all records, documents, communications, notes and other written materials, and electronic media files, pertaining in any manner to the performance of this MOU until the later to occur of: (i) a period of three (3) years after the date this MOU expires or is earlier terminated, or (ii) the resolution of any pending disputes arising out of or relating to this MOU or the Parties' rights and obligations hereunder. This §J shall be deemed to supplement and not replace any additional record maintenance and inspection requirements that a Party's funding authority or program may be bound by. All Parties shall continue to adhere to such other record maintenance and inspection requirements in addition to those set forth in this §J.

#### **K. TERMINATION**

Any of the parties shall have the right to terminate this MOU by giving the other party 30 days written notice. If notice is given, the MOU shall terminate at the end of 30 days, and the liabilities of the parties hereunder for the further performance of the terms of the MOU shall thereupon cease, but the parties shall not be released from duty to perform up to the date of termination.

#### **L. Counterparts**

This MOU may be executed in multiple identical original counterparts, all of which shall constitute one agreement.

**\* Signature of One-Stop Partner:** By signing below, I swear and affirm that I am authorized to act on behalf of the One-Stop Partner identified below and that the information set forth in this Memorandum of Understanding is true, accurate and complete to the best of my knowledge, and acknowledge that the Parties to the MOU are relying on these representations.

Signatures:

 \_\_\_\_\_  
Date

Joni Friedman, Director  
Larimer County Workforce Center  
Larimer County Workforce  
Development Board

 \_\_\_\_\_  
Date

William B. Dowling, Director  
Colorado Department of Labor and Employment  
Division of Employment and Training  
Workforce Development Programs/Jobs For  
Veterans State Grant (JVSG) Program

\_\_\_\_\_  
Nancy Patton, Chair      Date  
Workforce Development Board

By: \_\_\_\_\_  
Tom Donnelly, Chair      Date  
Board of County Commissioners



# Larimer County Workforce Center

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## Colorado Department of Labor & Employment – Jobs for Veterans State Grant Larimer County Workforce Development Board and Board of County Commissioner Approval

The Larimer County Workforce Development Board (WDB) approved the Jobs for Veterans State Grant Memorandum of Understanding on this 13<sup>th</sup> day of July, 2016.

The WDB attest to participation of the development of this Agreement and will support and implement the provisions contained herein as required under the Workforce Innovation and Opportunity Act of 2014.

By signing below all parties mutually agree to the terms prescribed herein.



Jerry D. Thibet  
Printed Name

7/13/2016  
Date

Workforce Development Board Chairperson



7-19-16  
Date

Tom Donnelly, Chair  
Larimer County Board of Commissioners



