

**Governor’s Guidelines to State and Local Program Partners
Negotiating Costs and Services under the Workforce Innovation
and Opportunity Act of 2014 (WIOA)**

SUPPLEMENTAL GUIDANCE FOR PROGRAM YEAR 2021 (STATE FY 2022)

<p>Background</p>	<p>The Governor’s Guidelines to State and local WIOA program partners for negotiating cost sharing, service access, service delivery and other matters was originally issued in December 2015. The Governor’s Guidelines have since been revised four times, with the latest revision (“Governor’s Guidelines – Revision 4”) issued in November 2019.</p> <p>Supplemental Guidance to the Governor’s Guidelines is needed to guide annual budget negotiations specific to Program Year 2021 (State Fiscal Year 2022), which starts July 1, 2021. The Supplemental Guidance is specific to (1) implications of the COVID-19 public health emergency, and (2) corrective actions related to one-stop operator provisions.</p>
<p>Scope</p>	<p>The scope of this Supplemental Guidance includes the following topics:</p> <ol style="list-style-type: none"> 1. Shared costs during the COVID-19 pandemic: This Supplemental Guidance offers information to support negotiations of shared costs that are specific to the COVID-19 response within American Job Centers during PY 2021. 2. Public safety measures within American Job Centers: This Supplemental Guidance formalizes and incorporates into the Governor’s Guidelines a “Checklist for Reopening American Job Centers in Illinois,” which is designed to support local workforce boards, staff and partners in making decisions about when and how to offer services through American Job Centers with appropriate safety measures in place during the COVID-19 public health emergency. 3. Universal Design of Service Delivery: This Supplemental Guidance offers resources for the universal design of digital platforms when delivering or accessing services virtually. 4. One-Stop Operator Payment Provisions (and technical changes to the Governor’s Guidelines Appendices C, K and J): This Supplemental Guidance provides an updated MOU Template for Section 10 narrative, an updated Pre-Program Year Planning Form, an updated one-stop operating budget spreadsheet and an invoice template to operationalize corrective actions required by the U.S. Department of Labor regarding one-stop operator procurement and payment provisions.

	<p>5. PY 2021 Guidance for MOU Amendment Submittal: This Supplemental Guidance also provides direction for submittal of the amended MOU with PY 2021 budget using the “Cover Page for Submittal of MOU Amendments and Annual One-Stop Operating Budgets.”</p> <p>The Supplemental Guidance for each topic is issued as follows.</p>
<p>PY 2021 Guidance for Shared Costs During the COVID-19 Pandemic</p>	<ol style="list-style-type: none"> 1. Early in the annual MOU budget negotiations for PY 2021, required partners should jointly discuss whether and how partners in each American Job Center will share in planned or unplanned costs specific to the COVID-19 public health emergency (e.g., increased sanitation supplies, masks for employees and the public, additional security presence). For example: <ol style="list-style-type: none"> a. Identify which pandemic-specific costs could benefit the entire American Job Center (AJC) versus which costs are limited to one required partner. b. Discuss and decide which pandemic-specific costs will be shared and allocated out to all required partners in the AJC. c. Discuss and identify any agreed-upon exceptions for partners that will not absorb the extra shared costs related to the pandemic. Document the rationale. d. Discuss special processes and time estimates for seeking approval of increased spending authority from the applicable State agency or parent organization. 2. If partners agree to share costs specific to the COVID-19 response, then partners should develop a mutually agreed-upon method of tracking the amount owed for additional shared costs. Partners must reach agreement on the pandemic-specific infrastructure costs or additional service delivery system costs <i>before</i> invoicing and payment can be approved by authorizing State agencies or parent organizations. 3. During the pandemic, it is understood that some or all required program staff members are working remotely to provide access to services through the American Job Center using technology. Even if program staff members are physically working outside of the American Job Center, the required program’s FTE commitment remains the basis on which shared costs are allocated under the Governor’s Guideline’s preferred cost allocation methodology¹. Staff who provide services using direct linkage technology still count toward the required program’s FTE commitment.

¹ Governor’s Guidelines – Revision 4, Page 14, Section 2, No. 13(a)-(b)

	<p>4. Similarly, even if an American Job Center remains closed to the public for in-person services or is open for in-person services on a limited basis, the required program’s infrastructure cost sharing commitments for PY 2021 must still be met. That means partners must still pay for their agreed-upon share of utilities and other operating overhead costs, per Governor’s Guidelines – Revision 4, Section 1, Items 8(l) and (p).</p> <p>5. Procurement of personal protective equipment (PPE) is still best done at the local level at this time. Local areas have a few options for procuring PPE for staff and customers, with up-to-date guidance available on the WIOA Implementation portal². In summary:</p> <ul style="list-style-type: none">a. Local workforce boards must follow their established procurement policies and procedures to secure PPE.b. Local workforce boards are welcome to procure PPE from known sources in their local areas or provider lists.c. Local workforce boards may be able to procure available PPE through existing State agency master contracts through Illinois Central Management Services (CMS). This joint purchasing authorization applies to units of local government and qualified nonprofit agencies, including nonprofits that (1) act pursuant to a board established or controlled by a unit of local government, or (2) receive grant funds from the State or unit of local government. <p>6. American Job Centers must ensure the safety of staff and customers, including assessing the need for additional and/or designated onsite security personnel. The one-stop operator, local workforce board staff, and required partners should jointly assess whether a need for increased security exists prior to the reopening of any American Job Center and should be reassessed as needed. The security assessment shall at minimum, consider the following factors:</p> <ul style="list-style-type: none">a. traffic and occupancy levels;b. whether opening for appointments only, limited hours of in-person services, or a full reopening;c. the presence of other required partners;d. the overall community environment; ande. availability and capacity of existing security measures. <p>7. In the current health and safety environment, onsite security is required for some program partners to operate within an American</p>
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² <https://www.illinoisworknet.com/WIOA/Pages/covid.aspx>

	<p>Job Center for the safety of their staff members. Routine assessments of safety conditions are necessary to inform partner negotiations as conditions evolve over the term of the MOU.</p> <p>8. Where IDES holds the primary contract for security services in an American Job Center, additional or separate security contracts are prohibited. Consider arranging a dedicated entrance for center staff and customers who have appointments.</p>
<p>PY 2021 Guidance for Public Safety Measures within American Job Centers</p>	<p>9. The WIOA Interagency Teams developed a checklist to support Local Workforce Innovation Boards, staff, one-stop operators, leaseholders and required partners to collaboratively prepare for safety of employees and customers within American Job Centers. The “Checklist for Reopening American Job Centers in Illinois in Accordance with the Governor’s Restore Illinois Plan” is hereby formally included with the Supplemental Guidance for PY 2021.</p> <p>10. The “Checklist for Reopening American Job Centers in Illinois” offers considerations for what fits best in each local workforce area. While the majority of the checklist is not mandatory, three requirements must be met before an American Job Center can safely offer in-person services in any capacity. The requirements follow:</p> <ul style="list-style-type: none"> a. Ensure adequate Personal Protection Equipment (PPE) is available for all staff and customers through Phases 3 and 4 and adhere to all mandatory requirements in the Restore Illinois Plan³. b. Ensure safety of staff and customers, including assessing the need for additional and/or designated onsite security personnel. The need for an increased security presence must be assessed prior to reopening and should be reassessed as needed. The security assessment shall at minimum, consider the following factors: a) traffic and occupancy levels; b) whether opening for appointments only, limited hours of open door services, or a full reopening; c) the presence of other required partners; d) the overall community environment; and e) availability and capacity of existing security measures. c. Establish an agreed-upon process for making decisions about offering in-person services on a limited or full-time basis. Include conversations between the leaseholder, one-stop operator and required partners before deciding or announcing that an American Job Center will offer in-person services in any capacity.

³ The Governor’s Restore Illinois Plan sets mandates, as well as identifies Phases and a Mitigation Plan that can be found at: <https://coronavirus.illinois.gov/s/restore-illinois-introduction>

	<p>11. Partners should agree to a communications protocol to ensure that staff who are onsite at the American Job Center or remotely providing services are aware of safety concerns and the current response protocol in public health or public safety emergencies.</p>
<p>PY 2021 Guidance for the Universal Design of Service Delivery</p>	<p>12. Universal Design is the design and composition of an environment so that digital services can be accessed, understood and used to the greatest extent possible by all people regardless of their age, size, ability or disability.⁴ Universal Design provides recommendations for meeting a range of physical and programmatic accessibility needs.</p> <p>a. The following principles should be applied to ensure “universal design” in the development of WIOA documents and activities, including accessible features for all methods of service delivery, including online platforms. Please consult the detailed description of the seven principles of Universal Design, which can be found by <u>following the first link below</u>.</p> <ul style="list-style-type: none"> i. Equitable Use ii. Flexibility in Use iii. Simple and Intuitive Use iv. Perceptible Information v. Tolerance for Error vi. Low Physical Effort vii. Size and Space for Approach and Use <p>b. Resources concerning Universal Design, including how to apply its principles for content creation and teaching may be found here:</p> <ul style="list-style-type: none"> • <u>Learn to Create Accessible Websites with the Principles of Universal Design</u> • <u>Universal Design for Learning</u> • <u>The Difference between Universal Design and the ADA</u>
<p>PY 2021 Guidance for One-Stop Operator Payment Provisions (and Technical</p>	<p>13. The Governor’s Guidelines – Revision 4 issued in November 2019 are revised with some technical changes to the MOU Template and one-stop operating budget spreadsheet as part of a combination of ways to address corrective actions sought by the U.S. Department of Labor (DOL) regarding one-stop operator payment provisions. These</p>

⁴Definition according to the National Disability Authority - <http://universaldesign.ie/What-is-Universal-Design/>. Universal Design is not a regulation or legislation like the American with Disabilities Act (ADA), but came about to address issues not directly covered by the ADA.

Changes to the Governor’s Guidelines Appendices C, K & J)

Note: Guidance pertaining to one-stop operator payment provisions included in the Supplemental Guidance is pending expected feedback received from US DOL Region V. The Interagency Technical Assistance Team welcomes public comments on these draft provisions as we await this feedback.

revisions, in conjunction with a revised One-Stop Operator Agreement, help demonstrate an exchange of funds, which may include contributions of market value between the one-stop operator and the one-stop operator consortium partners, whether cash, non-cash or third-party in-kind contributions. Specific changes include the following:

- a. Section 10 of the MOU Template for “Procurement of One-Stop Operator” is revised to explain:
 - i. The payment provisions, including the term, frequency of quarterly or semi-annually invoicing, and payment method for one-stop operator services;
 - ii. The total cost of the one-stop operator services;
 - iii. Required partners who are contributing to the one-stop operator costs; and
 - iv. Required partners’ contribution method (e.g., cash, non-cash or third-party in-kind).
- b. The annual MOU one-stop operating budget spreadsheet (Appendix K to the Governor’s Guidelines – Revision 4) is updated for PY 2021 to create new fields that will reflect partners’ contribution methods toward the shared cost of the one-stop operator services.
 - i. A new tab is inserted specific to an annual budget of one-stop operator costs, summing the annual amount for each line item identified in a One-Stop Operator Agreement; and
 - ii. New rows are added within the existing one-stop operating budget spreadsheet to reflect the type of contribution partners are making toward the one-stop operator costs.
- c. Required partners should establish an invoicing process to document the value of the services provided by the one-stop operator, whether a consortium or single entity.
 - i. Option 1: Designate an invoice showing the agreed-upon value of the shared cost of the one-stop operator services and the required partners’ contribution toward that allocated cost, even if a non-cash contribution results in a \$0 cash balance owed.
 - ii. Option 2: Issue an invoice that sums a required partner’s allocated shared costs, delineating a line item

	<p>on the invoice to the allocated cost specific to one-stop operator services.</p> <p>iii. In either option, the invoice must:</p> <ol style="list-style-type: none"> 1) Identify the LWIA by name or number; 2) Identify the period in which the costs were incurred; 3) Identify the amount of reimbursement requested separately for infrastructure costs or shared delivery system costs; and 4) Reference the agreed-upon MOU and its effective date.
<p>PY 2021 Guidance for MOU Amendment Submittal</p>	<p>14. The Pre-Program Year Planning Form is revised for PY 2021 to allow local workforce areas to affirm whether they would benefit from technical assistance to enforce safety protocols in American Job Centers. Marking the checkbox on the Pre-Program Year Planning Form indicates to the WIOA Interagency Technical Assistance Team whether a broader training or direct technical assistance may be warranted.</p> <p>15. Consistent with Governor’s Guidelines – Revision 4, Section 2, Page 20, No. 19(k), the final, approved, one-stop operating budget is incorporated annually into the MOU through amendment procedures, as defined in the MOU.</p> <ol style="list-style-type: none"> a. The amended MOU with PY 2021 budget must be submitted using the “Cover Page for Submittal of MOU Amendments and Annual One-Stop Operating Budgets” (provided as Appendix H to the Governor’s Guidelines – Revision 4). <p>16. The use of electronic signatures on some PY 2021 required documents and forms is allowed and encouraged, consistent with the U.S. Electronic Signatures in Global and National Commerce (ESIGN) Act. These documents include the following:</p> <ol style="list-style-type: none"> a. Pre-Program Year Planning Form b. Report of Outcomes c. Direct Linkage Checklist <p>17. The Illinois Office of Comptroller does not currently accept digital or electronic signatures, including signatures originated from DocuSign. The Illinois Comptroller’s Office has a goal to develop and implement procedures to accept electronic signatures in the future. During the COVID-19 public health emergency, exception procedures have been put in place in the event a physical signature cannot be obtained. Agencies that are unable to sign the physical copy</p>

	<p>of a document may submit the document without a signature⁵ to the Illinois Comptroller’s Office during the COVID-19 public health emergency. If an agency opts to submit a document without a signature or a document that contains an electronic signature, an email approval from the agency will still be required by the Illinois Comptroller’s Office.</p> <p>Illinois Comptroller’s Office Email Approval Requirements:⁶</p> <ol style="list-style-type: none"> a. The approval email must be sent from the vendor’s/grantee’s business email address. b. The email subject must include the agency name that is contracting with the vendor and the contract/grant agreement number. c. The body of the email must include the statement, “I authorize [Vendor Name] to enter into the agreement referenced above.” d. The signature block on the email must include: <ol style="list-style-type: none"> i. Approver’s Name and Title o Vendor Name; ii. Address (including city/state/zip); and iii. Phone Number. e. The date of the email from the vendor will serve as the date. executed by the vendor. f. The email from the vendor must be printed and incorporated in the agreement packet, placed directly behind the signature page of the agreement. <ol style="list-style-type: none"> i. <i>NOTE: It is the agency’s responsibility to determine if the individual approving the agreement is authorized to do so.</i> <p>18. Additional guidance, including guidance from the Illinois Comptroller’s Office, about signatures may be issued throughout the 2021 Program Year.</p>
Effective Date	19. This supplemental guidance is effective as the date of issuance. This guidance will be updated and revised as needed.
Contact Information	20. Any questions about this Supplemental Guidance should be directed to the WIOA Interagency Technical Assistance Team or the primary contact for each required program partner.
Attachments	<i>In conjunction with this Supplemental Guidance, the following documents are revised for PY 2021. Excerpts of the new content are</i>

⁵ <https://illinoiscomptroller.gov/agencies/resource-library/accounting-bulletins/covid-19-temporary-procedures-memo/235/>

⁶ <https://illinoiscomptroller.gov/agencies/resource-library/accounting-bulletins/update-covid-19-temporary-procedures-memo/236/>

attached to this Supplemental Guidance. Fillable forms are available for download at the [WIOA Implementation portal](#) link below:

1. Cover Page for Submittal of MOU Amendments and Annual One-Stop Operating Budgets (Appendix H to the Governor’s Guidelines – Revision 4)
2. MOU Template – Revised for PY 2021
3. One-stop operating budget spreadsheet – Revised for PY 2021
4. Pre-Program Year Planning Form – Revised for PY 2021
5. Sample Invoice for One-Stop Operator Services
6. Checklist for Reopening American Job Centers in Illinois (it is best to visit the WIOA Implementation portal for the most recently updated version of the checklist)

These documents will be made available for download on the WIOA Implementation portal here under “Governor’s Guidelines:”

<https://www.illinoisworknet.com/WIOA/Resources/Pages/Public-Documents.aspx>.

Screenshots of the edited forms are attached to this document to highlight the proposed changes.

Attachment 1

**COVER PAGE FOR SUBMITTAL OF MOU AMENDMENTS
AND ANNUAL ONE-STOP OPERATING BUDGETS**

**MEMORANDUM OF UNDERSTANDING
BETWEEN
[Name of local workforce board]
AND
LOCAL REQUIRED PARTNERS UNDER THE WORKFORCE INNOVATION AND OPPORTUNITY ACT
(WIOA)**

This cover page is only intended for use any time the MOU is amended.

Amendment No. 1

Pursuant to the Workforce Innovation and Opportunity Act of 2014, the signatories are the Parties to the Memorandum of Understanding for integrated delivery of federally funded workforce services in (Local Area #), effective Click or tap to enter a date., (MOU). In accordance with Section 14 of the MOU, the Parties hereby mutually agree to this Amendment No. Click or tap here to enter text., which is set out in its entirety as follows:

1. Section(s) #_____ of the MOU are hereby revised and replaced with amended Section(s) #_____ as provided in Attachment _1_ of this Amendment No. ___.
2. IDES Non-Disclosure Agreement is attached hereto as Attachment _2_ of this Amendment No. ___ and is incorporated by reference into the MOU.
3. All terms, conditions, provisos, covenants and provisions of the MOU other than those expressly modified by this Amendment No. ___ shall remain in full force and effect as written. In the event of conflict, this Amendment No. ___ shall prevail.

IN WITNESS WHEREOF, the Parties have executed this Amendment No. ___ on the date of last signature.

Attachment 2

Revised Section 10 of the MOU Template Narrative

10. PROCUREMENT OF ONE-STOP OPERATOR (GOVERNOR'S GUIDELINES, SECTION 1, ITEM 8(J)) (§ 678.600-635)

- Name the procured one-stop operator and identify the agreed upon one-stop operator model used for each one-stop center in the local area. The operator may be a single entity (public, private, or nonprofit) or a consortium of entities (if the consortium of entities is composed of one-stop partners, it must include a minimum of three of the one-stop partners).
- Describe the functions and scope of work of the one-stop operator as defined in the Request for Proposal or as planned for the competitive procurement process.
- **New for PY 2021:**
 - a. Describe the payment provisions, including the term, frequency and method of payment for one-stop operator services.
 - b. For each shared cost center, state the total cost of the one-stop operator and the required partners which are contributing to that cost.
 - c. For each shared cost center, explain the method of contribution(s) (e.g. cash, non-cash, in-kind) each required partner is contributing to the cost of the one-stop operator. Example: A consortium partner contributes a non-cash contribution in the amount of the market value for specific services under the One-Stop Operator Agreement.

By clicking on the boxes below, required partners in the local area affirm that the one-stop operator will not perform the following proscribed functions (§ 678.620(b)):

- convene system stakeholders to assist in the development of the local plan
- prepare and submit local plans (as required under sec. 107 of WIOA)
- 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
- develop and submit budget for activities of the Local WDB in the local area.

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Attachment 3

Tab B of the One-Stop Operating Budget Spreadsheet sums the total amount per line item agreed upon by partners to share for a specific program year. The blue section identifies the shared delivery system costs across all American Job Centers. Rows 88-92 sum contribution methods toward the shared OSO costs.

	A	B	C
1	This tab is designed to show each partner's total FTE cost commitment across all service locations in the local area. This sh		
2			
3	Local Workforce Innovation Area:		
4			
5	Cost Allocation Spreadsheets for PY: 2020		
6			
7	For the Center Located in:	TOTAL - ALL CENTERS	
8			
63	Shared Cost Category		
64			
65	<p>Part 2: SHARED DELIVERY SYSTEM COSTS</p> <p>Total Shared Delivery System Costs that are center-specific</p> <p>(This section will automatically populate center-specific delivery system costs identified in each Shared Cost Center tab)</p>	Total Annual Budget	Partner Responsible for Payment (Payee)
66	Methodology Used - FTE Staffing		
67	If Other Methodology Used Define & Uncheck FTE box		
68	Total	\$ 5,000	
69	One-Stop Center Reception	\$ 5,000	
70	Resource Room Materials and Staffing	\$ -	
71	List Allowable Cost Item Agreed To	\$ -	
72	U - Customize Other Allowable Shared Local System Cost	\$ -	
73	V - Customize Other Allowable Shared Local System Cost	\$ -	
74	W - Customize Other Allowable Shared Local System Cost	\$ -	
75	One-Stop Operator Costs Summed Across Centers		
76			
77	One-Stop Operator (if costs allocated among all partners for each center, with the correlating contribution backed out in Rows 84 or 85, as applicable)	\$ 1,000	
78	OR		
79	One-Stop Operator (if costs allocated among only some partners for each center, with the correlating contribution backed out in Row 87)	\$ -	
80			
81	Total, Shared One Stop Delivery System Costs All Centers	\$ 6,000	
82	Delivery System Costs per FTE	\$ 429	
83			
84	Less Cash Contribution (Sum of All Center-Specific Contributions)	\$ 6,000	
85	Less Non-Cash Contribution (Sum of All Center-Specific Contributions)	\$ -	
86	Less Non-Cash Staffing (Sum of All Center-Specific Contributions)	\$ -	
87			
88	One-Stop Operator Contributions		
89	Less Cash Contribution from Members of a Consortium Sharing Costs of the One-Stop Operator(s) (Sum of All Center-Specific Contributions)	\$ -	
90	Less Non-Cash Contribution from Members of a Consortium Sharing Costs of the One-Stop Operator(s) (Sum of All Center-Specific Contributions)	\$ -	
91	Less Non-Cash Staffing Contribution from Members of a Consortium Sharing Costs of the One-Stop Operator(s) (Sum of All Center-Specific Contributions)	\$ -	
92	Total - One-Stop Operator Contributions	\$ -	
93			
94	Less Third-Party In-Kind Contributions (Sum of All Center-Specific Contributions)	\$ -	
95	Total (Sum of All Center-Specific Contributions)	\$ 6,000	
96	Balance	\$ -	

Note: Guidance pertaining to one-stop operator payment provisions included in the Supplemental Guidance is pending expected feedback received from US DOL Region V. The Interagency Technical Assistance Team welcomes public comments on these draft provisions as we await this feedback.

One-Stop Operating Budget Spreadsheet
Tab B2: OSO Costs - All Centers

Tab B2 shows the full amount of the OSO contract by line item, as well as the amount owed by each partner for that program year. This data feeds into Tab B, summing the one-stop operator costs and contribution methods by required program partner.

These line items also mirror the line items in the OSO Agreement.

One-Stop Operator Costs & Payments		Contributions					
	Total Costs Full Contract Period	Costs Budget Year	Partner A	Partner B	Partner C	Partner D	TOTAL
Personnel	\$ 40,000	\$ 13,333	\$ 6,666	\$ 3,333	\$ 2,667	\$ 667	\$ 13,333
Fringe Benefits	9,300	3,100	1,550	775	620	155	3,100
Travel	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Supplies	300	100	50	25	20	5	100
Contractual Services & Subawards	-	-	-	-	-	-	-
Consultant	-	-	-	-	-	-	-
Occupancy	-	-	-	-	-	-	-
Telecommunications	-	-	-	-	-	-	-
Training and Education	5,000	1,667	834	417	333	83	1,667
Direct Administrative Costs	600	200	100	50	40	10	200
Miscellaneous Costs	300	100	50	25	20	5	100
Total Direct	\$ 55,500	\$ 18,500	\$ 9,250	\$ 4,625	\$ 3,700	\$ 925	\$ 18,500
Indirect Costs	4,500	1,500	750	375	300	75	1,500
TOTAL	\$ 60,000	\$ 20,000	\$ 10,000	\$ 5,000	\$ 4,000	\$ 1,000	\$ 20,000

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Attachment 4

Sample One-Stop Operator Invoice

DATE

From: (Consortium Partner)	Invoice #
Address:	
Phone Number:	
To: (LWIB)	
Attention: (LWIB Fiscal Agent)	
Address:	
Phone Number:	
For one-stop operator services delivered during the period of _____ under the Scope of Work outlined in the One-Stop Operator Agreement dated (MM/DD/YYYY) and according to the MOU one-stop operating budget for Program Year 2021 effective July 1, 2020.	
Budget Line Items	Agreed-upon Value
Personnel	\$13,333.00
Fringe Benefits	\$3,100.00
Travel	\$0.00
Equipment	\$0.00
Supplies	\$100.00
Contractual Services & Subawards	\$0.00
Consultant	\$0.00
Occupancy	\$0.00
Telecommunications	\$0.00
Training and Education	\$1,667.00
Direct Administrative Costs	\$200.00
Miscellaneous Costs	\$100.00
Total Direct	\$18,500.00
Indirect Costs	\$1,500.00
Total Value of Services	\$20,000.00
Consortium Partner Cash Contribution	\$0.00
Consortium Partner Non-Cash Contribution	\$20,000.00
Total Amount due to One-Stop Operator	\$20,000.00
Less Contributions by Consortium Partner	(\$20,000.00)
Total Amount Due	\$0
Please make all checks payable to _____. Total due within 30 days.	
Invoice detail on file with the One-Stop Operator.	

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