

One-Stop American Job Center Services
Coordination and Delivery in Vermont

Memorandum of Understanding
between
Vermont State Workforce Development Board
and the
Required and Additional Partners of the American Job Center Network

July 1, 2022 – June 30, 2025

I. PARTIES

This Memorandum of Understanding (MOU) is entered into by Vermont’s State Workforce Development Board (“SWDB”); the Vermont Department of Labor (“VDOL”); Northlands Job Corps; ReSOURCE A Nonprofit Community Enterprise, Inc. (“ReSOURCE”); the Vermont Agency of Education (“AOE”); the Vermont Department of Disabilities, Aging, and Independent Living, Division of Vocational Rehabilitation (“DVR”); the Vermont Department of Disabilities, Aging, and Independent Living, Division for the Blind and Visually Impaired (“DBVR”); the Vermont Department for Children and Families, Economic Services Division (“ESD”); Vermont Associates for Training and Development (DBA Associates for Training and Development, “A4TD”); PathStone; Maquam Bay of the Missisquoi, Inc.; and the community action agencies: Champlain Valley Office of Economic Opportunity (“CVOEO”), BROCC Community Action (BROC), Capstone Community Action, Northeast Kingdom Community Action (NEKCA), and Southeastern Vermont Community Action (SEVCA), as required One-Stop partners under the Workforce Innovation and Opportunity Act (WIOA) of 2014, 29 U.S.C. §3151(b) and (c).

Other parties to this agreement are the Vermont Department of Corrections (“DOC”), Community College of Vermont (“CCV”), Vermont Technical College (“VTC”), and the Vermont Student Assistance Corporation (“VSAC”) who sign as additional partners without the obligation to contribute funding under section VI of this agreement.

II. SCOPE

This MOU is intended to describe the roles and responsibilities of One-Stop partner programs in the Vermont American Job Center (AJC) Network generally and the Burlington comprehensive AJC specifically. The partners executing this MOU acknowledge and agree that this document is not a contract, and the MOU does not create, or otherwise give rise to, any contractual rights or obligations between the partners and their representatives. Each partner’s responsibilities, which are generally summarized in this MOU, may only be legally enforced in the event relevant partners execute a separate contract. The MOU memorializes the way the partners will work collaboratively together to satisfy the federal regulations for the Vermont AJC Network.

This MOU does not replace or supersede any prior agreements entered into by any partner described in the MOU.

III. AUTHORITY

The Workforce Innovation and Opportunity Act (WIOA) requires the SWDB, with the agreement of the Governor, to develop and enter into an MOU between the SWDB and One-Stop partners, concerning the operation and funding of Vermont’s AJC Network under 29 U.S.C §3151. This requirement is further described at 20 CFR §678.500, 34 CFR §361.500, and 34 CFR §463.500, and in federal guidance issued by the US Dept. of Labor, US Dept. of Education, and US Agency of Health & Human Services.

Additionally, the sharing and allocation of infrastructure costs among One-Stop partners is governed by 29 U.S.C. §3151(h), its implementing regulations, and the Federal Cost Principles contained in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards at 2 CFR part 200.

IV. INTENT

Parties intend for this MOU to serve as a framework for delivering aligning Vermont’s workforce preparation and employment services and system so that it meets the needs of businesses, job seekers, and those who want to further their careers. In designing a “One-Stop” system of service delivery, program partners will become connected to one another in ways that will promote integration, innovation, and better employment outcomes for Vermont businesses and job seekers. A closely aligned system of workforce development programs will help all of Vermont’s jobseekers and businesses access the broad array of services and supports available to them through a more robust and personalized delivery system. Partners believe the system will grow stronger as the network embraces best practices, leverages shared resources and knowledge, makes evidence-based decisions, and stays accountable to customers by focusing on outcomes and continuous improvement, and continually soliciting and responding to customer feedback.

WIOA is designed to increase access to opportunities for the employment, education, training, and support services for all citizens, particularly those with barriers to employment. The Vermont AJC Network will support the alignment of workforce investment, education, and economic development systems to create a comprehensive, accessible, and high-quality workforce development system. It will strengthen the quality and labor market relevance of workforce investment, education, and economic development efforts to provide Vermont’s workers with the skills and credentials necessary to secure and advance in employment with good-paying jobs to provide Vermont’s businesses with the skilled workers the employers need to succeed in a global economy.

V. TERMS OF AGREEMENT

a. American Job Center (AJC) Locations

Vermont’s sole comprehensive One-Stop AJC is located at 63 Pearl St, Burlington, VT 05401 and is referred to in this MOU as the “Burlington AJC.” Affiliate One-Stop AJCs are located in St. Albans, St. Johnsbury, Barre, Rutland, Bennington, and Brattleboro. Other locations where One-Stop services are delivered throughout the state are described in Table 5.

b. Common Identifier for Branding

The required parties agree to use the federally designated branding protocols, either through use of the approved logo or printing “American Job Center network” or “A Proud Partner of the American Job Center Network” on branded electronic resources and any newly printed, purchased or created materials. Along with the unifying effects of common branding, this practice also provides opportunity for every partner to answer questions about the AJC Network, inform customers about available resources, and potentially connect them with appropriate services.

c. Career Services Coordination and Delivery

The following programs will offer services in the Burlington AJC and throughout the One-Stop AJC Network: (1) WIOA Adult Program, (2) WIOA Youth Program, (3) WIOA Dislocated Worker Program, (4) Wagner-Peyser Employment Services Program, (5) Trade Adjustment Assistance Program, (6) State Registered Apprenticeship Program, (7) State Unemployment Insurance Program, (8) Reemployment Services and Eligibility Assessments (RESEA) Program, (9) Jobs for Veterans Program, (10) Vocational Rehabilitation

Program, Blind and Visually Impaired Services Program, (11) Senior Community Service Employment Program, (12) Training and Employment Support Programs offered through Vermont’s community action agencies, (13) Migrant Seasonal Farmworker Program, (14) YouthBuild Program, (15) JobCorp Program, (16) Adult Education and Literacy Programs, (17) Employment and Training Support Programs offered by Vermont Department of Corrections, (18) Employment and Training Services for the Temporary Assistance for Needy Families Program (a.k.a. Reach-UP), (19) Vermont Technical College Employment and Training Outreach Programs, (20) Community College of Vermont Employment and Training Outreach Programs, (21) Vermont Student Assistance Corporation Employment and Training Outreach and Support Programs, (22) WIOA Native American Training and Employment Support Programs, and (23) Employment and Training Services for the Supplemental Nutrition Assistance Program (a.k.a. ICAN).

At a minimum, parties agree that all of the required career services described in 20 CFR §678.430, access to training services described in 20 CFR §680.200, access to any employment and training activities carried out under 29 U.S.C. §3151(b)(1)(B), access to programs and activities carried out by One-Stop partners listed in §§678.400 through 678.410, including the employment service program authorized under the Wagner-Peyser Act, as amended by WIOA Title III, and workforce and labor market information will be available in person or through virtual connections at the Burlington AJC.

Parties agree to provide applicable career services listed in Table 1 (attached) and defined in Table 2 (attached) through walk-in appointments, scheduled one-on-one appointments, group orientations, and self-service resources. Appointments and orientations will be made available online or via phone when in-person contact is not possible. Where appropriate, partners who provide the same career services agree to deliver those services in a coordinated manner and will involve the One-Stop Operator in the design of the process if needed. The One-Stop Operator for 2022-2025 has not yet been selected; that operator will be selected through a competitive bid process in 2022. The duties of the One-Stop Operator are further described in subsection (g) of this agreement.

At least one Title I staff person will be available during regular business hours, either on-site or remotely, and customers will have access to all programs, services, and activities described in this section. For the purposes of this agreement, “access” means that a program staff member or a staff member from a different program who is appropriately trained, will be physically present at the Burlington AJC, or that a direct connection via phone or real-time web-based communication will be available at the Burlington AJC to connect a customer with a program staff member who can provide information or services to the customer, within a reasonable time.

d. Alignment of Services

i. One-Stop Partner Events Calendar

A calendar of events, workshops, or other public service offerings will be maintained by the One Stop Operator. This calendar could include both in-person and online events such as job readiness workshops, job search skills workshops, program orientation sessions, job fairs, and any other events open to job seekers or potential customers of the One-Stop system. Whenever possible, partners will inform the One-Stop Operator of event details so they can be published in this calendar and circulated within the community.

ii. Common Trainings to Align Services

Partners may consider engaging in common training efforts to share best practices and increase the skills and professional knowledge of staff, and each program’s ability to provide effective services and appropriate referrals. Participation in such efforts will not be mandatory but is likely to elevate the overall experience of customers who approach our system. Examples may include:

- Orientation sessions to inform AJC Network partners about a program’s services, eligibility requirements, enrollment process, and intended outcomes
- Formal or informal training offerings or workshops to increase staff ability to serve customers with complex needs; such as the ability to evaluate supportive service needs and be responsive to that evaluation
- Any other skills growth opportunities that would be of use to staff

Any common training offerings would be shared through the One-Stop calendar, or other communication tool facilitated by the One-Stop Operator. The One-Stop Operator may also periodically solicit input from partners about what knowledge transfer or skills upgrades would be of use, so those priorities can be observed, and the system remains knowledgeable and responsive.

iii. Quarterly meetings

The partners recognize the need to regularly evaluate system effectiveness and opportunities for improvement in service delivery. For this reason, quarterly meetings of all AJC partners may be convened (most likely to occur virtually), during which all partners will be invited to give input on key topics, suggest improvements, share recent needs and program developments, and recommend opportunities for resource sharing.

iv. Leveraging Physical Space

The comprehensive One-Stop facility is available for any AJC partner to host in-person meetings, serve customers, and work on-site as space availability allows. The role of coordinating a calendar that tracks availability of conference space will be the responsibility of the Vermont Department of Labor. One-Stop Partners who wish to maintain their own dedicated space for employees and customers shall contact the Department of Labor directly to discuss.

To make effective use of off-site physical meeting space in use by system partners, office and meeting space may be shared by partners who wish to connect with customers located in the Burlington AJC remotely. Coordination of on-site activities should occur in coordination with the Vermont Department of Labor. For example: AJC services may be offered at “satellite space” at a partner office located in a town where no One-Stop is present. Another example: a partner may deploy a staff person to another agency’s office location to complete application or intake paperwork, reducing the travel burden for the customer. All space sharing activities of this nature are contingent upon the host partner’s space availability and should observe safety guidelines from the state Department of Health related to COVID-19 precautions. Space sharing is not mandated by this MOU.

e. Infrastructure Cost Share Agreement

Required Partners. Section 121(b)(1)(B) of WIOA identifies the programs responsible for sharing the infrastructure costs of the Burlington AJC. The partners who administer these programs and carry this responsibility are as follows:

1. WIOA Title I Adult Program, Vermont Department of Labor (VDOL);
2. WIOA Title I Dislocated Worker Program, VDOL;
3. WIOA Title I Youth Program, VDOL;
4. Job Corps, Northlands Job Corps;
5. YouthBuild, ReSOURCE;
6. Migrant and Seasonal Farmworker Programs, PathStone;
7. Wagner-Peyser Act Employment Service Program, VDOL;

8. WIOA Title II Adult Education and Literacy Act program, Agency of Education (AOE);
9. WIOA Title IV Vocational Rehabilitation Program, Division of Vocational Rehabilitation (DVR);
10. WIOA Title IV Vocational Rehabilitation Program, Division for the Blind and Visually Impaired (DBVI);
11. Senior Community Service Employment Program, Associates for Training and Development (A4TD);
12. Perkins Career and Technical Education Programs at the Postsecondary Level, AOE;
13. Title II Trade Act Trade Adjustment Assistance Activities, VDOL;
14. Jobs for Veterans State Grants Programs, VDOL;
15. Employment and Training Activities under the Community Services Block Grant through community action agencies: Champlain Valley Office of Economic Opportunity (“CVOEO”), BROCC Community Action (BROC), Capstone Community Action, Northeast Kingdom Community Action (NEKCA), and Southeastern Vermont Community Action (SEVCA),
16. State Unemployment Compensation Program, VDOL;
17. Re-employment Services and Eligibility Assessment Program (RESEA) (VDOL);
18. Temporary Assistance for Needy Families, Economic Services Division (ESD);
19. Second Chance Act (Department of Corrections);
20. Registered Apprenticeship Program (VDOL).

Non-Required, Non-Contributing Partners. For the purpose of sharing infrastructure costs, the following program partners are not subject to cost assessments under this section for the reasons stated next to their name:

1. Native American Programs, Maquam Bay of Missisquoi, Inc., specifically excluded from obligation under WIOA;
2. Supplemental Nutrition Assistance Program, ESD, excluded from obligation because it is not a federally required partner;
3. Vermont Student Assistance Corporation; excluded from obligation because it is not a federally required partner but if needed will pay for use of space to deliver services under a separate agreement with VDOL as appropriate;
4. Community College of Vermont, excluded from obligation because it is not a federally required partner; and
5. Vermont Technical College, excluded from obligation because it is not a federally required partner.

Use of Federal Funds to Maintain Burlington AJC. Each entity that carries out a program or activity in the Burlington AJC will use a portion of their available funds to maintain the One-Stop delivery system, including payment of the infrastructure costs for the Burlington AJC. These payments will be in accordance with 20 CFR § Subpart E; federal cost principles, which require that all costs must be allowable, reasonable, necessary, and allocable to the program; and all other applicable legal requirements. The cost sharing responsibility agreed upon by partners is described below.

Allocation Methodology. Partners have agreed to share the operating costs of the shared space in the state’s only comprehensive One Stop location at 63 Pearl Street, Burlington, VT, 05401. The infrastructure costs of the total building were established prior to the negotiation process, as well as the square footage of shared space in the One Stop (computer room, conference room, elevator, etc.). Shared space occupies 15.95% of the building’s total square footage; so 15.95% of the building’s total operating costs will be allocated equally among the 20 partners contributing in this state.

In continued pursuit of a sustainable and effective “digital footprint” that facilitates remote / virtual access to the One Stop system, Vermont’s One Stop Partners also wish to acknowledge the costs of “virtual

infrastructure” through which customers (job seekers and businesses) access services without being in-person at any One Stop location. For this reason, the One Stop Operator will determine a reasonable way to track virtual service delivery costs, and endeavor to gather that information over the course of the next year. Partners will be cognizant of this intent, and may choose to put into place accounting systems that will allow for this cost reporting, or design a methodology to estimate these costs.

Shared Costs. Table 3 (attached) identifies the costs that will be shared by the Burlington AJC required partners: they are *infrastructure costs* which will be billed proportionally to required partner programs and other co-located programs on a quarterly basis. The total amount assessed to programs for the Shared One-Stop Space will not exceed 15.95 percent of the total proportional amount budgeted for the Burlington AJC. Partners agree that no additional Shared Services or Additional Cost expenditures will be allocated among partners at this time.

Quarterly Assessments. Partners will receive quarterly invoices from the state business office. Because there are 20 partner programs sharing costs, each program will be assessed 1/20 of the actual expenses in the categories identified in the budget, with a cap of \$1,180.66 annually. No partner program will be billed in excess of \$1,180.66 per year, even if expenditures exceed budgeted amounts.

In-Kind Contributions. If partners are unable to pay their portion of the shared costs (a maximum of \$1,180.66 per year), they can notify the SWDB that they would prefer to make an in-kind contribution in lieu of cash. The SWDB can then convene partners and in not more than 2 meetings, address petitions to accept in-kind contributions. If partners agree to accept, amendments to this MOU reflecting that change may be developed.

Duration. Partners named in this section agree to share the cost of maintaining the Burlington AJC infrastructure, as outlined above, from July 1, 2022 to June 30, 2025.

f. Business Practices

Parties to this agreement will follow their agency’s or program’s business practices in the provision of services under this MOU. These practices include, but are not limited to, those related to auditing, employee personnel practices, employee and client confidentiality, insurance, procurement, record keeping and retention, and employee and client confidentiality.

g. Management of the Burlington AJC and Vermont’s AJC Network

Parties recognize and respect that each agency has different philosophies, policies, practices and day-to-day operation and supervision requirements. Parties acknowledge that the role of the designated One-Stop Operator (“Operator”) is to coordinate the alignment of service delivery of services by required One-Stop partners across the Vermont AJC Network. Partners agree to assist the Operator in performance of its duties as necessary. When the One-Stop Operator has been contracted, a notice of the Operator’s duties and responsibilities will be circulated all partners within the AJC Network.

h. AJC Program Registry

A comprehensive registry of information on all active programs within the AJC Network will be developed and maintained by the One-Stop Operator. This registry will include information about current programs such as:

- Contact information for client-facing staff who can help potential customers determine whether the resource is right for them, and if so complete an application. This contact information is critical to

facilitate a “warm handoff” or “direct referral” for a new customer, and every effort should be made to keep it up to date.

- Instructions on how applications can be submitted independent of staff assistance (if possible)
- Geographic regions served
- Program eligibility / demographics served
- A short description of program services, objectives, and intended outcomes

This registry will be maintained in soft copy and available to all partners as needed.

i. Customer Referrals

Vermont’s AJC Network is designed to share service delivery infrastructure, empowering all partner organizations to provide the widest array of high-quality services to meet customer needs. Parties agree to create a policy for making and following-up on referrals and review it annually to ensure that the system is effective, efficient, and helpful to customers. This referral system will be coordinated by the comprehensive One Stop Operator. Key elements of this policy will include:

- Tracking referral traffic: the numbers/volume of referrals going to and from each partner
- Tracking referral outcomes: whether the individual referred was ultimately served by that agency, or any other (if service was not provided, another referral or contact to that individual may be needed)
- A universal Information Release Form, which customizable by the customer and staff to specify which information can be shared, and to whom. Use of this form will not be required; partner agencies can elect to use their own information release forms if desired.

In addition, parties agree to:

- Participate in a customer focused referral system that seamlessly accesses resources from involved partners to increase quality outcomes;
- Offer customers information on how to apply for a partner's services and arrange an appointment for the customer, if needed;
- Identify a partner referral liaison for each program partner, and communicate that information to the One-Stop Operator;
- Provide ongoing training to all partner frontline staff in each program’s services and eligibility; and
- Establish a standard of real-time referrals to all applicable local program partners.

j. Credentials

The MOU partners will rely on the SWDB’s Training and Credentialing Committee to publish and promote information on credentials of value within the state (industry-recognized credentials, certificates, etc.). These efforts will help inform the career counseling of many partners who provide assistance of this type to job-seeking customers.

k. Co-enrollment Protocols

Many customers receive more than one service within the American Job Center Network, and thus “co-enroll” in multiple programs. Co-enrollment protocols may be developed by the One-Stop Operator or by individual program partners that support the effective exchange of information, while still respecting client confidentiality. These protocols may seek to address key issues such as:

- Exchanging information related to client job readiness and skills growth, so that different programs can provide services that operate in tandem. Examples include sharing client “casenotes” of critical information; the collaborative development of Individual Employment Plans that reflect input from all relevant case managers; etc.

- Identifying any gaps in service for a particular client, so partners can develop bridges and targeted supports to address those gaps
- Opportunities to increase service focus on skill development, certification, and work-based experiences that align with market demand
- Coordinated job development / job placement assistance resulting in referrals to potential jobs that align with the client's skills and abilities, as well as the maximization of staff knowledge of the labor needs of local businesses
- Communication protocols that allow for collaboration in the collection of "follow-up" data related to program outcomes

These protocols will not supersede any program's individual requirements.

I. Confidentiality

Customer information will only be shared in accordance with each partner's respective confidentiality requirements. If shared, the information will be made available within a reasonable timeframe.

Information about Vocational Rehabilitation customers may only be shared if the customer has signed a written release. Information may only be shared for the period of time specified in the release and only with the persons identified in the release.

Personally identifiable information obtained from customers of specific programs during outreach, intake, system orientation, initial assessment, referral to a partner programs, referral to supportive services, or otherwise is confidential and will not be released, disclosed or re-disclosed without obtaining the proper program specific release. Parties agree to work with the One Stop Operator to design information sharing protocols for one stop partners that complies with the Health Insurance Portability and Accountability Act of 1996 (HIPAA), the Family Educational Rights and Privacy Act (FERPA), and any other relevant federal or state privacy laws.

m. Accessibility

Activities, employment, information, and services available to job seekers and employers through the Vermont AJC Network must be both physically and programmatically accessible to all people. A person's race, creed, color, national origin, marital status, sex, sexual orientation, gender identity, age, political affiliation or belief, disability, veteran's status, or physical or mental condition will not impede their ability to access services, events, or programs.

Parties will comply with all relevant federal and state laws and regulations, including the Nondiscrimination and Equal Opportunity Provisions of WIOA, the Fair Employment and Housing Act; ADA Amendments Act of 2008, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, and Title VI of the Civil Rights Act of 1964.

Parties will comply with all relevant federal and state laws and regulations, including the Nondiscrimination and Equal Opportunity Provisions of WIOA, the Fair Employment and Housing Act, the Americans with Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, and Title VI of the Civil Rights Act of 1964.

Staff Training. Parties agree to promote ongoing trainings and share information so that program staff are trained to avoid discrimination and to meet individual needs. Trainings will include instruction on how to

provide services for all customers in compliance with the laws referenced above and best practices concerning accessibility, inclusiveness, and universal design.

Partners in Vermont's AJC Network will ensure that all locations where program services are available to customers meet the standards of physical and programmatic accessibility described below. Evaluations of the Burlington AJC's physical and programmatic accessibility will include how customers with disabilities can access, fully participate in, or benefit from available services compared to customers without disabilities.

Physical Accessibility

Physical accessibility refers to the extent to which facilities are designed, constructed, or altered so they are accessible to and usable by individuals with disabilities. AJC partners will use universal design and human-centered design strategies to help all customers access services. Evaluations of physical accessibility will consider exterior and interior accessibility and will include criteria evaluating how well the AJCs and delivery systems take actions to comply with disability-related regulations implementing WIOA section 188.

Location and Facility. The Burlington AJC is accessible by public transportation, driving, biking, or walking. The center's sign is clearly marked and visible from a main road. The required number parking spaces are dedicated and marked for individuals with disabilities and are located closest to an accessible entrance.

The physical layout of the Burlington AJC eliminates structural barriers to mobility and is accessible to individuals of all capabilities. The building complies with the most recent ADA standards for Accessible Design and the Uniform Federal Accessibility Standards. The center's layout supports a culture of inclusiveness, guided by laws and regulations referenced above.

Workspaces and Assistive Technology. All public workspaces will be physically accessible to all customers and will include assistive technology for customer use.

Hours of Operation. The Burlington AJC provides maximum access to partner program services during regular business hours. Partner staff will consider the unique work, childcare, or transportation needs of participants and try to offer flexibility in scheduling whenever possible.

Programmatic Accessibility

Programmatic accessibility means that services and activities provided through Vermont's AJC Network, specifically those provided in the Burlington AJC, will be offered and delivered in a way that enables all eligible job seekers and employers to participate regardless of their range of abilities, age, culture, learning style, intelligence, or education level, in the most integrated setting appropriate.

All customers with disabilities will be reasonably accommodated so that they are able to interact and communicate with service providers in the most conducive environment available. Accommodations will also be made for individuals who have communication challenges, such as individuals who are deaf or hard of hearing, individuals with vision impairments, and individuals with communication disorders.

Communication. Staff will communicate with persons with disabilities as effectively as with others, and provide appropriate auxiliary aids, services, or other accommodations as needed. Individuals with disabilities seeking information or services from the Burlington AJC will have equal access to all information and data provided by the center.

Resources through the Burlington AJC will be accessible to individuals with disabilities and made available in multi-lingual versions. Translation services will be available, as needed, for all customers and service providers. All information, including that which is in digital format, will be clearly identified, communicated in a way that the public can understand and use, and fully accessible for individuals utilizing assistive technology tools. Information will be presented in a way that is compliant with federal and state law.

Virtual Accessibility. Customers will have access to all partner program services in the Burlington AJC onsite or via technology located at the center in compliance with WIOA’s “direct linkage” requirement further described in 20 CFR 678.305. Phone, real-time web-based communications, or other technology will be physically present, enabling real-time interactions either on-demand or within a reasonable time. Parties agree to establish a policy that defines and describes a reasonable response time and protocol and agree that partner program staff located remotely and at the Burlington AJC will comply with the policy.

AJC partners will work to ensure that job seekers and businesses have access to the same information online as they do in a physical facility. All information kept virtually will be updated regularly to ensure dissemination of correct information. Partners will either have their own web presences via a website or social media, or will enter into a separate agreement with another partner program to post content through its website. Partners will assure that their websites are fully accessible for customers utilizing assistive technology tools (compatible with screen reading software, etc.).

VI. ONE-STOP AMERICAN JOB CENTER (AJC) OPERATING BUDGET

29 U.S.C. §3151(h) requires that One-Stop partners use a portion of the funds available to them to maintain a One-Stop service delivery system. The required parties to this MOU agree to jointly fund Vermont’s AJC Network infrastructure and shared services out of the Burlington AJC. The shared costs budget described in Table 3 (attached) was negotiated and agreed upon by all the required partners.

Table 4 (attached) totals the individual budgets for all AJC programs for program year 2023.

VII. CONFLICT RESOLUTION

Parties agree to attempt in good faith to resolve disputes regarding policy or practice among themselves. If policy or practice disputes cannot be resolved at this level, the complaining party will place the facts, issues in dispute, and requested remedy in writing and send it to the Executive Director of the State Workforce Development Board and copy appropriate contacts of the offending party. The Executive Director will notice the SWDB Chair who will convene the Executive Committee, if needed, for consultation. The Executive Director and SWDB Chair will respond to the complaining party within 30 days of the receipt of the letter with a decision on behalf of the SWDB. The SWDB shall be the final arbiter of disputes related to the funding and operation of the Vermont AJC Network and Burlington AJC.

VIII. INDEMNIFICATION

Nothing in this agreement shall be deemed to constitute a waiver of the sovereign immunity of the State. Each non-state party to this agreement shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, from and against any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, arising out of the acts or omissions of the non-state party.

IX. AMENDMENTS

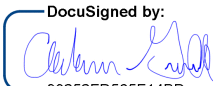
This agreement may be modified or amended at any time, provided that all parties are in mutual agreement. Modifications or amendments shall be in writing, signed by the parties to this agreement, and attached to the original agreement.

X. DURATION

The term of the MOU is from July 1, 2022 to June 30, 2025 and shall be effective upon signature by the parties' authorized representatives.

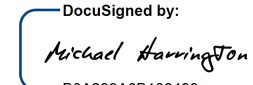
XI. SIGNATURES

The organizations listed below are required partners of Vermont's AJC Network, unless otherwise noted.

DocuSigned by:

98252FD565F14BD...
Adam Grinold
Chair, State Workforce Development Board


3/8/2022

Date

DocuSigned by:

B0A290A6B108490...
Michael Harrington
Commissioner, Vermont Department of Labor
WIOA Title I Youth Program, WIOA Title I Dislocated Worker Program, WIOA Title I Adult Program, Jobs for Veterans State Program, State Unemployment Insurance Program, RESEA, State Apprenticeship Program, Trade Adjustment Assistance Program, and Wagner-Peyser Employment Services Program*

3/9/2022

Date

DocuSigned by:

FC1DFD4E63634C7...
Heather Bouchey
Deputy Secretary, Agency of Education
Carl D. Perkins Post-Secondary Career and Technical Education Programs and WIOA Title II Adult Education and Literacy Act Programs

3/14/2022

Date

DocuSigned by:

Diane Dalmasse

E924562A1A9A4B2

3/8/2022

Diane Dalmasse

Date

Director, Division of Vocation Rehabilitation

WIOA Title IV Vocational Rehabilitation Programs and Senior Community Service Employment Program (state grant)

DocuSigned by:

Fred Jones

C1EEED71E631437

3/8/2022

Fred Jones

Date

Director, Division for Blind and Visually Impaired

WIOA Title IV Vocational Rehabilitation Programs

DocuSigned by:

Tricia Tyo

CF2B2E3F9EAB41B...

3/15/2022

Tricia Tyo (or designee)

Date

Deputy Commissioner, Economic Services Division

*Temporary Assistance for Needy Families (TANF) Programs Supplemental Nutrition Assistance Program (SNAP)**

DocuSigned by:

Pat Elmer

DE5B5C3A1AA24FD...

3/8/2022

Pat Elmer

Date

President and CEO, Vermont Associates for Training & Development

Senior Community Service Employment Program (national grant)

DocuSigned by:

Paul Dragon

5C46700A3759463

3/8/2022

Paul Dragon

Date

Executive Director, Champlain Valley Office of Economic Opportunity

Community Services Block Grant Employment and Training Program Activities

DocuSigned by:

Tom Donahue

2F12C0374B8E484...

3/8/2022

Tom Donahue

Date

CEO, BROCC Community Action

Community Services Block Grant Employment and Training Program Activities

DocuSigned by:

Sue Minter

4E346D915F6D465...

3/15/2022

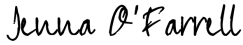
Sue Minter

Date

Executive Director, Capstone Community Action

Community Services Block Grant Employment and Training Program Activities

DocuSigned by:



C7C31824C645442...

Joe Patrissi

Executive Director, Northeast Kingdom Community Action
*Community Services Block Grant Employment and Training
Program Activities*

3/9/2022

Date

DocuSigned by:



476D40B4ED4C4FA...

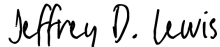
Steve Geller

Executive Director, Southeastern Vermont Community Action
*Community Services Block Grant Employment and Training
Program Activities*

3/30/2022

Date

DocuSigned by:



9EAFAD153B2242F...

Jeff Lewis

Vice-President, Pathstone
WIOA Title I Migrant and Seasonal Farmworker Programs

3/22/2022

Date

DocuSigned by:



6CAB7F920994443...

Michael Dooley

Center Director, Northlands Job Corps
WIOA Title I Job Corps

3/9/2022

Date

Adam Noel

WIOA Director, Maquam Bay of Missisquoi, Inc.
WIOA Title I Native American Programs

Date

DocuSigned by:



9175B7ABAFC7450...

Thomas Longstreth

Executive Director, ReSOURCE A Nonprofit Community Enterprise, Inc.
WIOA Title I YouthBuild Programs

3/15/2022

Date

DocuSigned by:



4F443707809C4FD...

Nicholas Deml

Commissioner, Department of Corrections
Reentry Employment Opportunities

3/8/2022

Date

DocuSigned by:

Joyce Judy

455AC0E08BD14F0...

3/8/2022

Joyce Judy
President, Community College of Vermont*

Date

DocuSigned by:

Patricia Moulton

AD31338401C7417...

3/8/2022

Pat Moulton
President, Vermont Technical College*

Date

3DA522086FCE470

Patrick Leduc

DocuSigned By: Patrick Leduc

3/8/2022

Patrick Leduc
Vice-President, Vermont Student Assistance Corporation*

Date

* = Not a required partner or partner program under 20 CFR §678.400

TABLE 1: Career Services (Attached)

TABLE 2: Definitions of Services

In the following definitions, “customer” is equivalent to participant, consumer, client, student, or recipient, as used by the various partners.

Basic Career Services (20 CFR §678.430(a) and §678.435)

Eligibility for Title I Services – Determination of whether a customer is eligible to receive services from the Adult, Dislocated Worker, or Youth programs.

Outreach, Intake, and System Orientation – Outreach is intended to promote awareness of the availability of the System services to/for individuals and businesses that may need these services. Intake and System orientation is the process of gathering basic information to determine the program(s) appropriate for the customer, and providing the customer with information on the services available to determine if he/she is interested in pursuing those services. **Note: “SYSTEM” means the One-Stop System where all required partners make their services available.**

Initial Assessment – The collection and assessment of information on a customer’s skill levels, including literacy, numeracy, and English language proficiency; work history; employment barriers; employment goal(s) and occupational knowledge; supportive service needs; and whether referrals to other programs are appropriate or necessary.

Labor Exchange Services – Providing job search and placement services to the customer, including but not limited to, information on in-demand industry sectors and occupations and non-traditional employment, when appropriate; development of a work search plan; placement in workshops; posting jobs on the state job bank; providing job matching and referrals; and advising how to maintain a record of job search.

In some instances, programs may require their customers to maintain and submit a log detailing the amount of time spent on job search activities including identifying, applying, and interviewing for potential jobs, and time spent preparing and sending follow-up material to businesses.

Labor exchange services also include appropriate recruitment and other business services, which may include, but are not limited to, customized screening and referral of qualified customers in training services to businesses; customized services to businesses, business associations, or other such organizations, on employment-related issues; customized recruitment events for businesses and targeted job fairs; human resource consultation services which may include writing/reviewing job descriptions and employee handbooks, developing performance evaluations and personnel policies, creating orientation sessions for new employees, honing job interview techniques for efficiency and compliance, analyzing employee turnover, creating job accommodations and using assistive technologies, and explaining labor law to help businesses

comply; and customized labor market information for specific businesses, sectors, industries, or clusters.

Referrals to Programs – Referrals and coordination of activities with other appropriate programs and services that meet specific customer needs, assist them in overcoming barriers to employment, and provide services to gain/retain employment. These other programs and services may include, but are not limited to, employment and training services; treatment for alcohol, substance abuse or mental health issues; Unemployment Insurance benefits; Workers' Compensation; VT Disability Insurance; and vocational rehabilitation services.

Labor Market Information – Staff provides workforce and labor market employment statistics to assist job seeking customers in the development of employment goal(s) and businesses in the development and implementation of sector partnerships and career pathways. The employment statistics include local, regional, and national labor market conditions; career counseling and career exploration services; characteristics of industries, occupations, and the workforce area; business-identified skill needs; short and long-term industry and occupational growth and salary projections; worker supply and demand; and high-growth and high-demand industries.

Performance and Program Cost of Eligible Providers – The provision of performance information and program cost information on eligible providers of education, training, and workforce services by program and type of provider.

Referrals to Supportive Services – Staff provides customers with referrals to supportive services that enable the customer to participate in authorized WIOA activities. Based on various partners' programmatic rules and regulations, these supportive services may include, but are not limited to, transportation; child care; dependent care; housing; needs related payments; interpreter services; reasonable accommodation for youth with disabilities; legal aid services; assistance with uniforms or other appropriate work attire; assistance with books, fees, and school supplies; payments and fees for employment and training related applications, tests, and certifications; and tools or instruments. Depending on the program, when appropriate, information may also be provided to customers on how to continue these supportive services after program services are completed.

Unemployment Insurance (UI) Information and Assistance – Career Center and UI staff provides information and meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation. Meaningful assistance means providing assistance on-site using staff that is well trained in UI compensation claims filing and the rights and responsibilities of claimants or providing assistance by phone or via other technology as long as the assistance is provided by trained and available staff within a reasonable time.

Financial Aid Assistance – Providing assistance in establishing eligibility, accessing, and applying for programs of financial aid for training and education programs not provided under WIOA.

Individualized Career Services (20 CFR §678.430(b))

Comprehensive Assessment – Staff conducts a specialized assessment of a job seeker’s barriers to employment, occupational and employment goal(s), educational and skill levels, and personal circumstance to determine his/her service needs. This may include diagnostic testing and use of other assessment tools, and in-depth interviewing and evaluation. Under WIOA Title I, the comprehensive assessment is used to develop the Individual Employment Plan (IEP), while under Title IV, it is used to develop the Individualized Plan for Employment (IPE).

Individual Employment Plan (IEP)/Individualized Plan for Employment (IPE) – The IEP/IPE identifies the appropriate employment goal(s) chosen by the customer. The initial and comprehensive assessment is used to develop the IEP/IPE in consultation with the customer. The plan outlines the necessary services to be provided to achieve the planned goals; steps and timelines for achieving the goals; and the terms, conditions, and responsibilities associated with the plan. The IEP for Title I Adult/DW/Youth programs also includes information about eligible training providers, when applicable. The IPE for Title IV Vocational Rehabilitation Programs must also include those specific rehabilitation services needed to achieve the employment outcome, including assistive technology devices and services, when applicable.

Career Planning and Counseling – One-on-one or intensive career planning and counseling with a professional counselor uses initial and comprehensive assessments and the IEP/IPE, and aims at enhancing job seeking and retention skills and career advancement of customers by:

- Helping the customer analyze and understand career information, and gain a better understanding of his/herself using career information gained through assessment tools and counseling strategies to more realistically choose or change short and long-term occupational goals; and
- Preparing service strategies to assist in the achievement of occupational goal(s) and to ensure customers have access to necessary workforce activities and supportive services, which may include, but are not limited to, drug and alcohol abuse counseling, mental health counseling, and referrals to partner programs appropriate to the needs of the customer.

Counseling may also include notification of available training in entrepreneurial skills which may include, but is not limited to, taking initiative; creatively seeking out and identifying business opportunities; developing budgets and forecasting resource needs; understanding options for acquiring capital; and communicating effectively to market oneself and ideas.

Short-term Pre-Vocational Services – Development of skills customers need to live independently and enter the workforce fully prepared to engage in employment. These services may include academic education and job readiness trainings for development of work readiness skills, including but not limited to, learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, higher-order reasoning, problem-solving skills, work attitudes, and professional conduct.

Internships and Work Experience – Based on partners’ programmatic rules and regulations, the work experience is a planned, structured learning experience, in most cases linked to a career, that takes place in a private for-profit, non-profit or public sector workplace. For most partner programs, work experiences may be in the form of internships, work-study, externship, on-the-job training, apprenticeship, summer employment for youth, and/or other work

placement opportunities. The purpose of a work experience is to provide the customer with an understanding of the work environment and job responsibilities, specific work skills, and experience on how the customer performs in the work setting. WIOA Title I Youth work experiences also include an academic and occupational education component. Partners follow all applicable work experience requirements for their respective program's State and Federal rules and regulations.

Out of Area Job Search and Relocation Assistance – Staff provides information on labor exchange activities in other local areas, regions, or states and whether businesses the customer may be interested in offer assistance with relocation. Allowable relocation expenses may be paid to eligible customers by the appropriate program.

Financial Literacy Services – Educate and support customers to gain the knowledge, skills, and confidence to make informed financial decisions that enable them to attain greater financial health and stability by using high quality relevant learning strategies. The learning, where possible, may include, but is not limited to, creating a budget; initiating checking and/or savings accounts at banks; learning how to effectively manage spending, credit, and debt; learning how to protect against identity theft; and benefits advisement. These services may also include opportunities to put financial literacy lessons into practice, based on the needs of the customer.

English Language Acquisition and Integrated Education – Adult Education staff provides an integrated program of services that incorporates English literacy and civics education concurrently and contextually with workforce preparation and training for a specific occupation/sector for the purpose of educational and career advancement of customers. These services allow customers to attain economic self-sufficiency and are designed for partnerships among adult education programs and postsecondary educational institutions, training providers, and/or businesses. Other partners provide direct linkages and information on how to locate and enroll in English as a Second Language (ESL) or English for Speakers of Other Languages (ESOL) classes.

Workforce Preparation – Activities to help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, training, or employment and other employability skills that increase an individual's preparation for the workforce. For Adult Education these activities are incorporated into all literacy instruction.

Follow-Up Services (20 CFR §678.430(c))

Depending upon the individual partner's programmatic rules and regulations, follow-up services may include counseling regarding the workplace for customers in adult or dislocated worker programs, who are placed in unsubsidized employment, for up to 12 months after the first day of employment. For youth programs, the follow-up services include critical services provided following a youth's exit from the program to help ensure the youth is successful in employment and/or postsecondary education and training. These services may include regular contact with a youth's business and education provider, including assistance in addressing work-related or education-related problems that arise.

**TABLE 3- Comprehensive (Burlington) AJC Infrastructure Budget
(Shared Costs)**

Comprehensive (Burlington) AJC Infrastructure Budget	
Category	Rounded amount
Alarm Monitoring	\$ 1,200
Building Maintenance Contract	\$ 29,000
Computer/Printers/Fax/Copier	\$ 6,400
Copier Maintenance Contract	\$ 3,000
Janitorial Services	\$ 29,000
Janitorial Services Rugs/Mats	\$ 2,300
Maintenance/Repairs	\$ 7,000
Maintenance/Repairs supplies	\$ 600
Paper Shredding services	\$ 800
Phone expense - Cell	\$ 1,800
Postage Machine/Postage	\$ 800
Snow removal	\$ 19,900
Supplies - purified water	\$ 800
Supplies - restrooms/cleaning/1st aid kit	\$ 1,800
Trash removal	\$ 4,000
Utilities - Electricity	\$ 26,000
Utilities - Gas	\$ 11,000
Utilities - Water/Sewer	\$ 2,600
TOTAL	\$ 148,000

TABLE 4- Program Operating Budgets 2022

Total One-Stop Program & Service Budget		
Funding Source	Program Administrator	Total (Federal) Program Budget 2022
WIOA Title I: Adult	Vermont Department of Labor	\$2,146,308
WIOA Title I: Dislocated Workers	Vermont Department of Labor	\$1,103,914
WIOA Title I: Youth	Vermont Department of Labor	\$2,256,341
WIOA Title I: Job Corps	Northlands Job Corps	\$1,180.66
WIOA Title I: YouthBuild	ReSOURCE	\$250,000
WIOA Title I: Migrant and Seasonal Farmworker Programs	Pathstone	\$186,000
WIOA Title III: Wagner-Peyser Employment Services	Vermont Department of Labor	\$2,180,637
WIOA Title II: Adult Education and Literacy Act	Vermont Agency of Education	\$1,007,426
WIOA Title I: Vocational Rehabilitation	Vermont Division for the Blind and Visually Impaired	\$1,300,000
WIOA Title IV: Vocational Rehabilitation	Vermont Division of Vocational Rehabilitation	\$1,412,000
Title V Older Americans Act of 1965: Senior Community Service Employment Program	Associates for Training & Development	\$2,145,957
Carl D. Perkins Career and Technical Education Act of 2006: Post-Secondary Career and Technical Education	Vermont Agency of Education	**
Trade Act of 1974: Trade Adjustment Assistance	Vermont Department of Labor	\$575,103
Jobs for Veterans State Grants Programs	Vermont Department of Labor	\$491,963

Community Services Block Grants: Employment and Training Activities	Champlain Valley Office of Economic Opportunity	**
Reemployment Services and Eligibility Assessments (RESEA)*	Vermont Department of Labor	\$885,093
Programs authorized under State unemployment compensation laws	Vermont Department of Labor	\$7,953,968
WIOA Title I: Native American Programs*	Maquam Bay of Missisquoi, Inc.	**
State Apprenticeship Program*	Vermont Department of Labor	\$850,000
Temporary Assistance for Needy Families (TANF)	Vermont Economic Services Division	\$2,367,524
Supplemental Nutrition Assistance Program (SNAP)*	Vermont Economic Services Division	N/A
*	Community College of Vermont	N/A
*	Vermont Technical College	N/A
*	Vermont Student Assistance Corporation	N/A
*Not federally required to share cost of One Stop Infrastructure		
**Partner was unable to provide budget numbers by the time of initial signing		

TABLE 5: Vermont's One-Stop Job Centers

Comprehensive One-Stop Location	VDOL Program Offerings at this Location	Co-Located Partners
<p>Burlington American Job Center 63 Pearl Street Burlington, VT 05401 802-863-7676</p>	<ul style="list-style-type: none"> • WIOA Youth • WIOA Adult • WIOA Displaced Worker • Jobs for Veterans • Trade Adjustment Assistance • Migrant & Seasonal Farm Worker • Unemployment Insurance • Wagner-Peyser Employment and Employer Services • Reemployment Services and Eligibility Assessments State Apprenticeship Program 	<ul style="list-style-type: none"> • Vermont Student Assistance Corporation (VSAC) • Adult Education and Literacy (VAL) • Vocational Rehabilitation • TANF (Reach-UP) • Blind and Visually Impaired Services • YouthBuild (ReSOURCE) • Job Corps • Champlain Valley Office of Economic Opportunity (CVOEO) • MSFW Services; PathStone • Technical and Community College (CCV & VTC)* • Associates for Training and Development (SCSEP)
Affiliate One-Stop Locations	VDOL Program Offerings at this Location	Co-Located Partners
<p>St. Albans Job Center 27 Federal Street, Suite 100 St. Albans, VT 05478 802-524-6585</p>	<ul style="list-style-type: none"> • WIOA Youth • WIOA Adult • WIOA Displaced Worker • Jobs for Veterans • Trade Adjustment Assistance • Migrant & Seasonal Farm Worker • Unemployment Insurance • Wagner-Peyser Employment and Employer Services • Reemployment Services and Eligibility Assessments 	<ul style="list-style-type: none"> • Vermont Student Assistance Corporation (VSAC) • Adult Education and Literacy (VAL)* • Vocational Rehabilitation • TANF (Reach-UP) • Blind and Visually Impaired Services • MSFW Services; PathStone* • Technical and Community College (CCV & VTC)* • Associates for Training and Development (SCSEP)* • Champlain Valley Office of Economic Opportunity (CVOEO)
<p>St. Johnsbury Job Center PO Box 129 1197 Main Street, Suite 1 St. Johnsbury, VT 05819-0129 802-748-3177</p>	<ul style="list-style-type: none"> • WIOA Youth • WIOA Adult • WIOA Displaced Worker • Jobs for Veterans • Trade Adjustment Assistance • Migrant & Seasonal Farm Worker • Unemployment Insurance • Wagner-Peyser Employment and Employer Services • Reemployment Services and Eligibility Assessments 	<ul style="list-style-type: none"> • Vermont Student Assistance Corporation (VSAC) • Adult Education and Literacy (NEKLS)* • Vocational Rehabilitation* • TANF (Reach-UP)* • Blind and Visually Impaired Services* • Technical and Community College (CCV & VTC)* • Associates for Training and Development (SCSEP)*
<p>Barre Job Center McFarland State Office Building 5 Perry Street, Suite 200 Barre, VT 05641 802-476-2600</p>	<ul style="list-style-type: none"> • WIOA Youth • WIOA Adult • WIOA Displaced Worker • Jobs for Veterans • Trade Adjustment Assistance • Migrant & Seasonal Farm Worker • Unemployment Insurance • Wagner-Peyser Employment and Employer Services • Reemployment Services and Eligibility Assessments 	<ul style="list-style-type: none"> • Vermont Student Assistance Corporation (VSAC) • Adult Education and Literacy (CVABE)* • Vocational Rehabilitation • TANF (Reach-UP) • Blind and Visually Impaired Services • YouthBuild (ReSOURCE)* • Technical and Community College (CCV & VTC)* • Associates for Training and Development (SCSEP)*

<p>Rutland Job Center 200 Asa Bloomer Building 88 Merchants Row Rutland, VT 05701 802-786-5837</p>	<ul style="list-style-type: none"> • WIOA Youth • WIOA Adult • WIOA Displaced Worker • Jobs for Veterans • Trade Adjustment Assistance • Migrant & Seasonal Farm Worker • Unemployment Insurance • Wagner-Peyser Employment and Employer Services • Reemployment Services and Eligibility Assessments • State Apprenticeship Program 	<ul style="list-style-type: none"> • Vermont Student Assistance Corporation (VSAC) • Adult Education and Literacy (VAL)* • Vocational Rehabilitation • TANF (Reach-UP) • Blind and Visually Impaired Services • Job Corps • MSFW Services; PathStone • Technical and Community College (CCV & VTC)* • Associates for Training and Development (SCSEP)
<p>Brattleboro Job Center Marlboro College Graduate School 28 Vernon Street, Suite 212 Brattleboro, VT 05301 802-254-4555</p>	<ul style="list-style-type: none"> • WIOA Youth • WIOA Adult • WIOA Displaced Worker • Jobs for Veterans • Trade Adjustment Assistance • Migrant & Seasonal Farm Worker • Unemployment Insurance • Wagner-Peyser Employment and Employer Services • Reemployment Services and Eligibility Assessments 	<ul style="list-style-type: none"> • Vermont Student Assistance Corporation (VSAC) • Adult Education and Literacy (VAL)* • Vocational Rehabilitation* • TANF (Reach-UP) • Blind and Visually Impaired Services • Technical and Community College (CCV & VTC)* • Associates for Training and Development (SCSEP)*
<p>Bennington Job Center 200 Veterans Memorial Drive, Suite 2 Bennington, VT 05201 802-442-6376</p>	<ul style="list-style-type: none"> • WIOA Youth • WIOA Adult • WIOA Displaced Worker • Jobs for Veterans • Trade Adjustment Assistance • Migrant & Seasonal Farm Worker • Unemployment Insurance • Wagner-Peyser Employment and Employer Services • Reemployment Services and Eligibility Assessments 	<ul style="list-style-type: none"> • Vermont Student Assistance Corporation (VSAC) • Adult Education and Literacy (Tutorial Center)* • Vocational Rehabilitation • TANF (Reach-UP) • Blind and Visually Impaired Services • Technical and Community College (CCV & VTC)* • Associates for Training and Development (SCSEP)

Adult Education and Literacy :
 CVABE = Central Vermont Adult Basic Education
 NEKLS = Northeast Kingdom Learning Services
 The Tutorial Center
 VAL = Vermont Adult Learning

* = Program & services offered at a different local location