



National Center on Leadership for the Employment
and Economic Advancement of People with Disabilities

Best Practices: MOUs for the One-Stop Delivery System

LEAD Center
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Facilitator

Sarah Loizeaux

Subject Matter Expert on
Career Pathways

(Facilitator)

LEAD Center

National Disability Institute (NDI)

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ODEP

Office of Disability
Employment Policy

ODEP is the only non-regulatory Federal agency that promotes policies and coordinates with employers and all levels of government to increase workplace success for people with disabilities.



ODEP

Office of Disability
Employment Policy

ODEP's mission is to develop and influence policies and practices that increase the number and quality of employment opportunities for people with disabilities, that meet the needs of America's employers.

Learning Objectives



Through this webinar, attendees will:

- Learn the essential components of effective MOUs and strategies for successful implementation.
- Explore practical examples of partner accountability, shared responsibilities, referral coordination, and customer flow that strengthen one-stop service delivery.
- Identify approaches that can be adapted locally to strengthen collaboration, streamline services, and improve outcomes for Americans with disabilities.

Welcome

Ben Cheriyan

Policy Advisor

Office of Disability Employment
Policy (ODEP)

U.S. Department of Labor



Opening Remarks



LaMia Chapman

Senior Policy Advisor

Office of Workforce Investment (OWI)

Employment and Training
Administration (ETA)

U.S. Department of Labor

Why we champion strong MOUs

A well-developed MOU helps partners turn separate programs into a coordinated system for the people they serve.



A smoother experience

People move more easily between partners instead of repeating their story at every desk.



More equitable cost-sharing

Shared costs are negotiated up front and reconciled fairly, reducing friction among partners.



Clearer roles

Staff know their responsibilities, so quality service is consistent day to day.



Stronger outcomes

Coordination supports certification, funding, and better results for job seekers.

We appreciate the dedication and hard work our partners have shown in ensuring these agreements are accurate and effective.

Accessibility runs right through the one-stop system

1 Accessible by design

Comprehensive centers, affiliate sites, and electronic delivery systems are meant to be physically and programmatically accessible.

20 CFR 678.305, 678.310 · WIOA sec. 188



2 Certification process

Local boards assess centers for effectiveness, accessibility, and continuous improvement at least once every three years.

20 CFR 678.800



3 Connected to funding

Certification criteria are set to align with the Governor's infrastructure funding policies, keeping accessibility and funding decisions connected.

20 CFR 678.800

When these plans are well-defined, they really help strengthen the entire system, starting from the design phase all the way through to funding.

Accessibility can be a real line in the budget

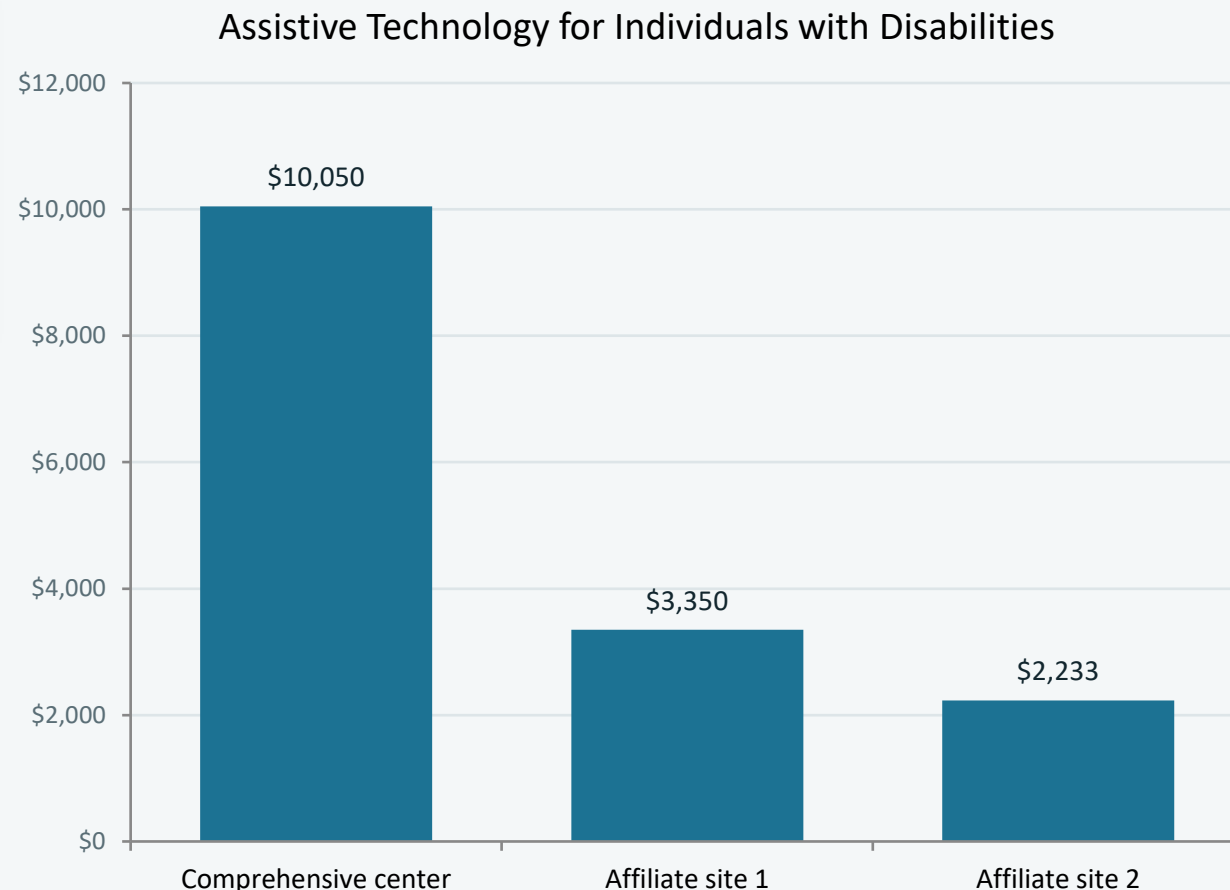
...“equipment, including assessment-related products and assistive technology for individuals with disabilities”...

WIOA sec. 121(h)(4) · 20 CFR 678.700(a)(3)

In the Sample MOU's illustrative budget, assistive technology is its own line — with a cost pool, an allocation base, and a share for each center, carried into the funding agreement like any other cost.

Name it, budget it, and revisit it.

When accessibility reaches the budget page, the commitment becomes real and easy to sustain.



Illustrative annual figures from the WorkforceGPS Sample MOU and Infrastructure Costs Toolkit — hypothetical local area.

The State Plan cycle carries these commitments forward

Your certification criteria and your State Plan work on a regular cycle — a natural place to keep accessibility strong.

1

Governor's guidance

Infrastructure funding guidance, developed with chief elected officials and state and local boards.

WIOA sec. 121(h)(1)(B)

2

State criteria

The State updates the certification criteria every two years, as part of the State Plan cycle.

3

Local assessment

Local boards assess their centers against those criteria at least once every three years.

4

MOUs and IFAs

The agreements — and the budgets inside them — reflect the standards they're certified against.

As you strengthen the accessibility standards in your certification criteria, your MOUs and State Plans can grow stronger together.

A strong MOU works for all Americans — including people with disabilities.

American Job Centers serve a wide range of job seekers, and many need accommodations to participate fully — assistive technology, plain-language forms, interpreters, or accessible facilities.

When the MOU plans for that access clearly, the whole system serves everyone better.



Ensure your MOU is operational

A few practical steps to keep the agreement working — and to carry the same commitments into your State Plan.



Keep it current and in use

Revisit the MOU with partners so it stays a living agreement, not one that was signed and filed away.



Name accessibility clearly

Spell out commitments for people with disabilities — roles, timelines, and a line in the budget.



Carry it into your State Plan

Reflect the same strong, accessible language in your State Plan and action plans so the commitments reinforce each other.

By taking small concrete and tangible actions, we can truly make an impact on those we serve. These incremental improvements gradually build trust and create meaningful outcomes.

You are not on your own — where to go next

Your ETA regional office, and these resources are here to help you do this well.

Your ETA regional office

Direct technical assistance as you build or strengthen your MOU and State Plan.

Sample MOU & Infrastructure Costs Toolkit

A working model on WorkforceGPS, including accessibility as a real budget line.

WIOA MythBusters

Clears up the cost-sharing and infrastructure questions that come up most often.

LEAD Center resource

The accessibility-focused MOU guidance we're highlighting today.

Joint federal guidance

TEGL 17-16 / OCTAE PM 17-3 (Infrastructure Funding); TEGL 16-16 /OCTAE PM 17-4 (One-Stop Operations).

Citations worth keeping

20 CFR 678.500, 678.700, 678.800; WIOA sec. 121 and 188; 29 CFR part 38.

Please reach out — we're glad to support the work you're doing.

Thank you for the work you're doing to strengthen these partnerships.

Strong, accessible MOUs — reinforced in your State Plans — help build a workforce system that works for all Americans, including people with disabilities.

ETA is glad to support that work. Please reach out to us or your regional office.



Value of MOUs for Americans with Disabilities



Yvonne Wright

Co-Project Director

LEAD Center

National Disability Institute

MOUs are the Beginning, Not the Destination



The Foundations for Partnership

- Creates a common framework for collaboration.
- Builds shared understanding.
- Establishes mutual commitments.
- Creates meaningful opportunities to work together.



Builds Relationships

- Fosters trust among partners.
- Creates regular communication opportunities.
- Strengthens understanding of partner services.
- Reduces organizational silos.



Encourages Collaboration

- Promotes shared referrals.
- Supports braid funding and services delivery.
- Encourages cross-training.
- Facilitates joint problem-solving.
- Strengthens coordinated outreach.



Supports Innovation

- Promotes new ways of serving customers.
- Identifies shared solutions.
- Encourages flexible service strategies.
- Reduces duplication of effort.



Creates a Better Customer Experience

- Coordinates service delivery.
- Creates clearer pathways.
- Reduces barriers between programs.
- Increases access to employment opportunities.





MOUs create the partnerships that support a more integrated and coordinated workforce system for Americans with disabilities.



City of Lincoln, Nebraska

Nebraska Presenter



[Ronesha Love](#), Ed.D., Operations Manager, American Job Center, Lancaster and Saunders Counties, Lincoln, Nebraska

Overview of Discussion

- Resource Room customer flow map
- Satellite locations- Saunders County
- The relationship with the partners in our resource room
 - Ways we have engaged our partners to join the resource room (those who are not assigned)
- Take Aways

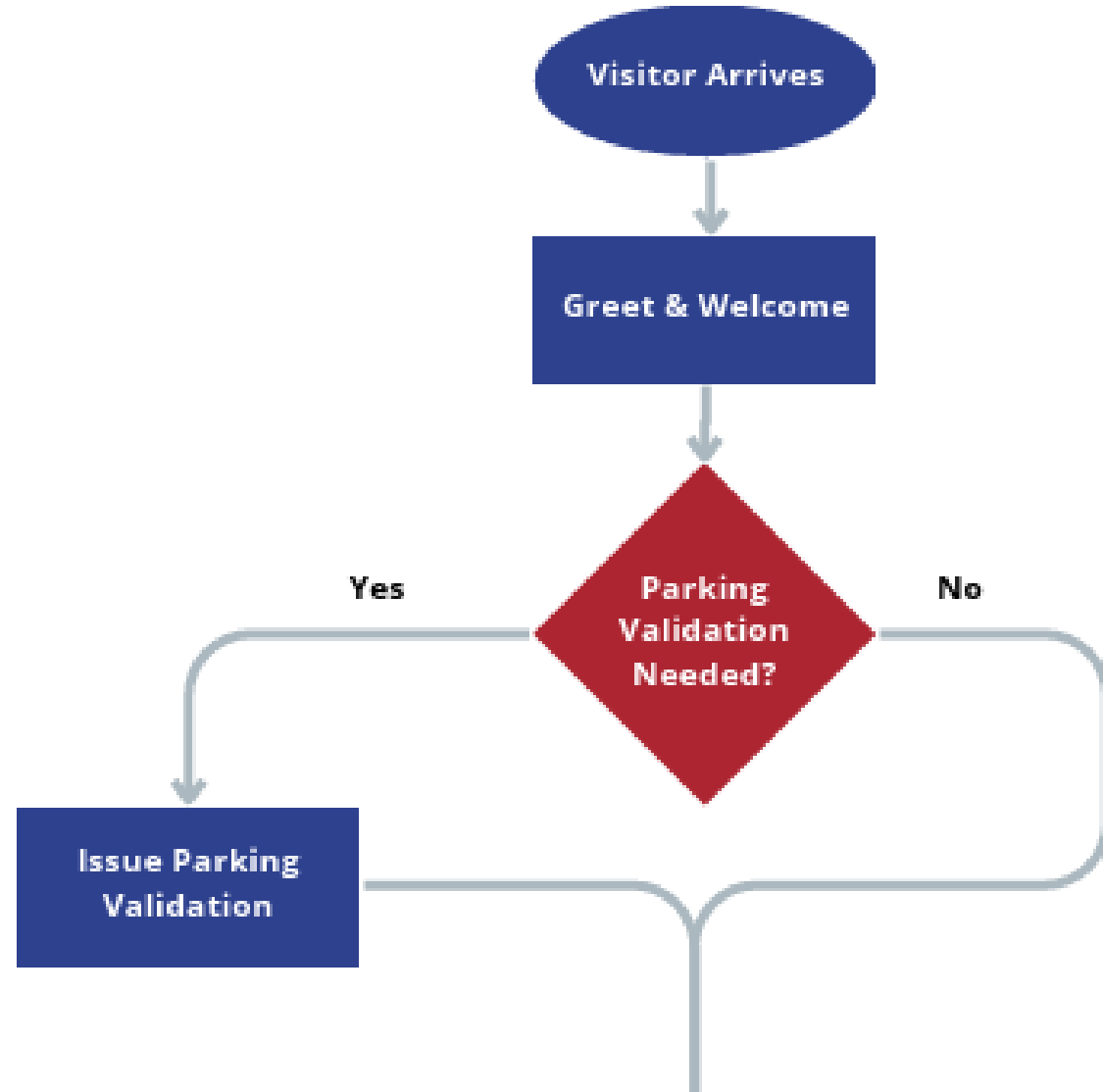


Customer Flow Map

Lancaster and Saunders Counties Basic Career Services Process

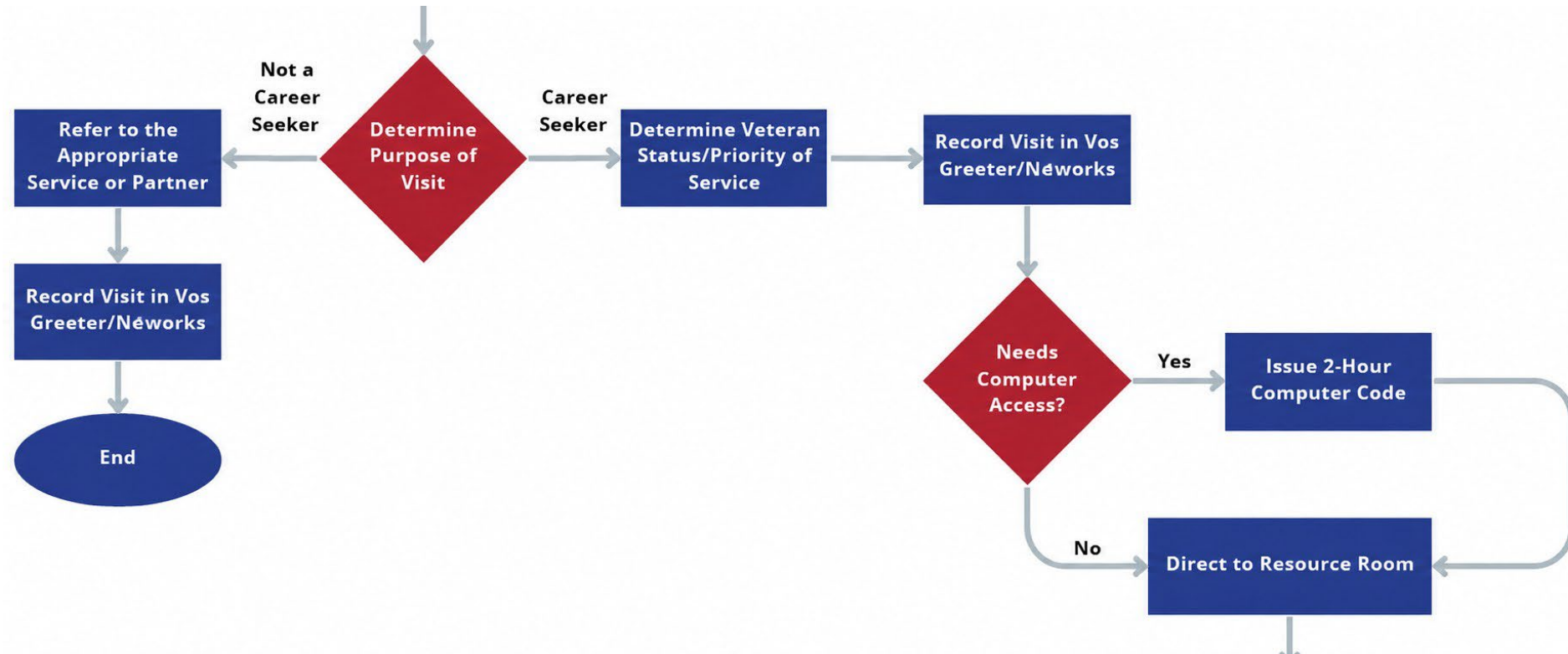
Greeting the Customer

- Welcome the job seeker to the center.
- Confirm parking.



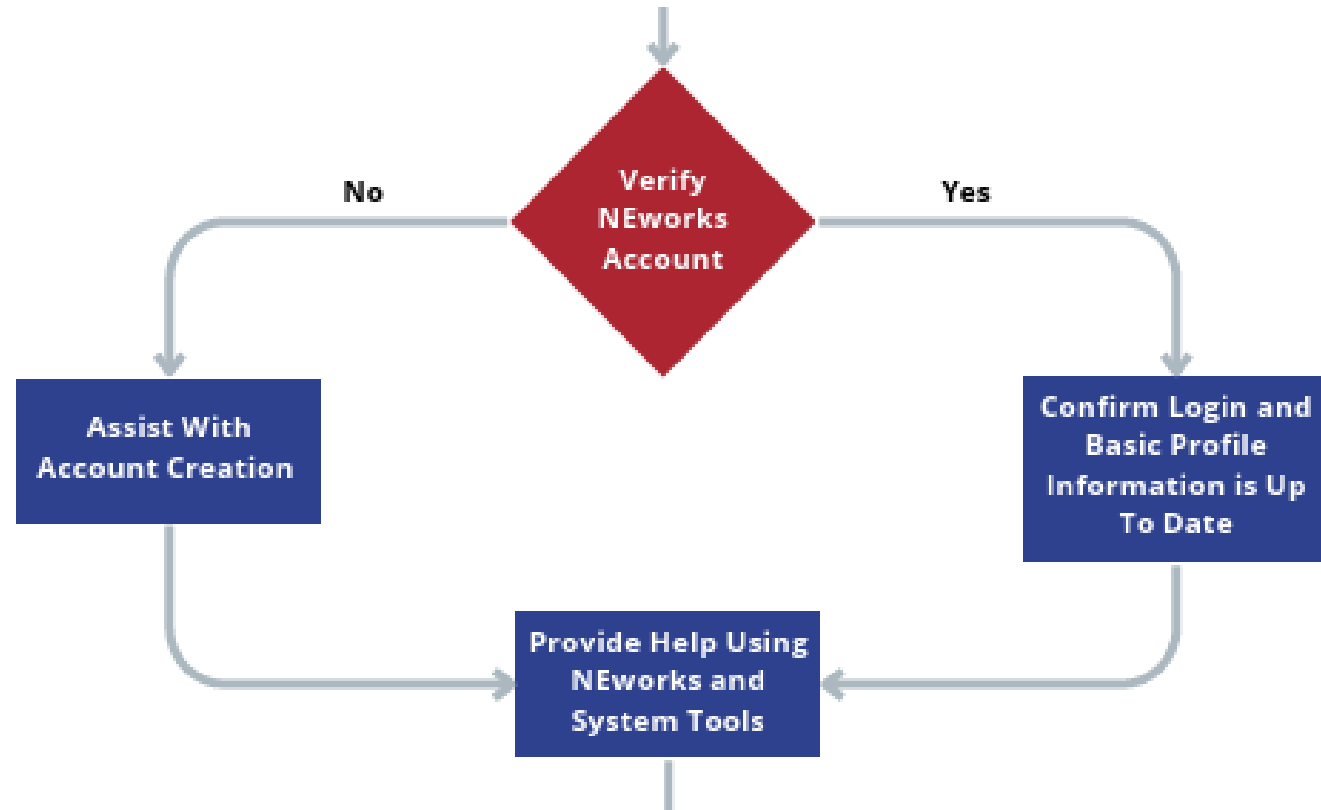
Reason for Visit

- Determine the reason for the job seekers visit.
- Determine Veteran status.
- Complete check-in process.



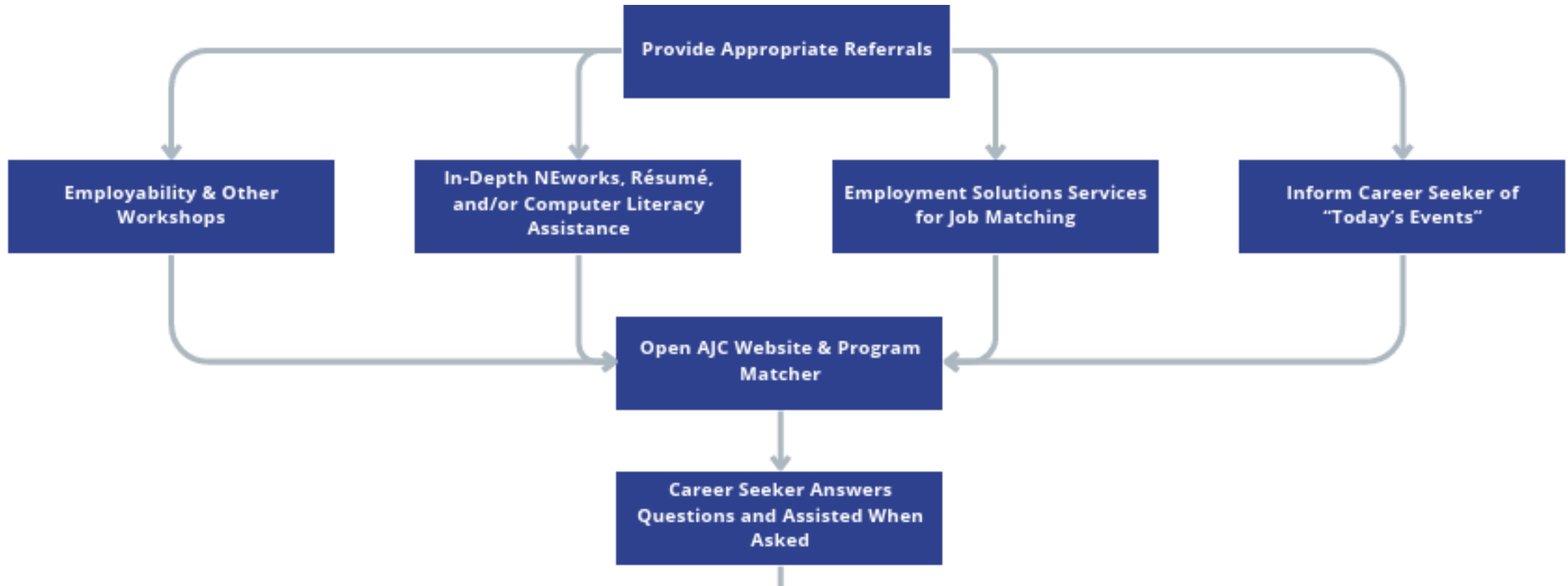
Create an NEworks account

- Unemployment Insurance claims.
- Job Search.
- Staff profiles.
- Common application-the starting process for partner programs.
- Document upload.



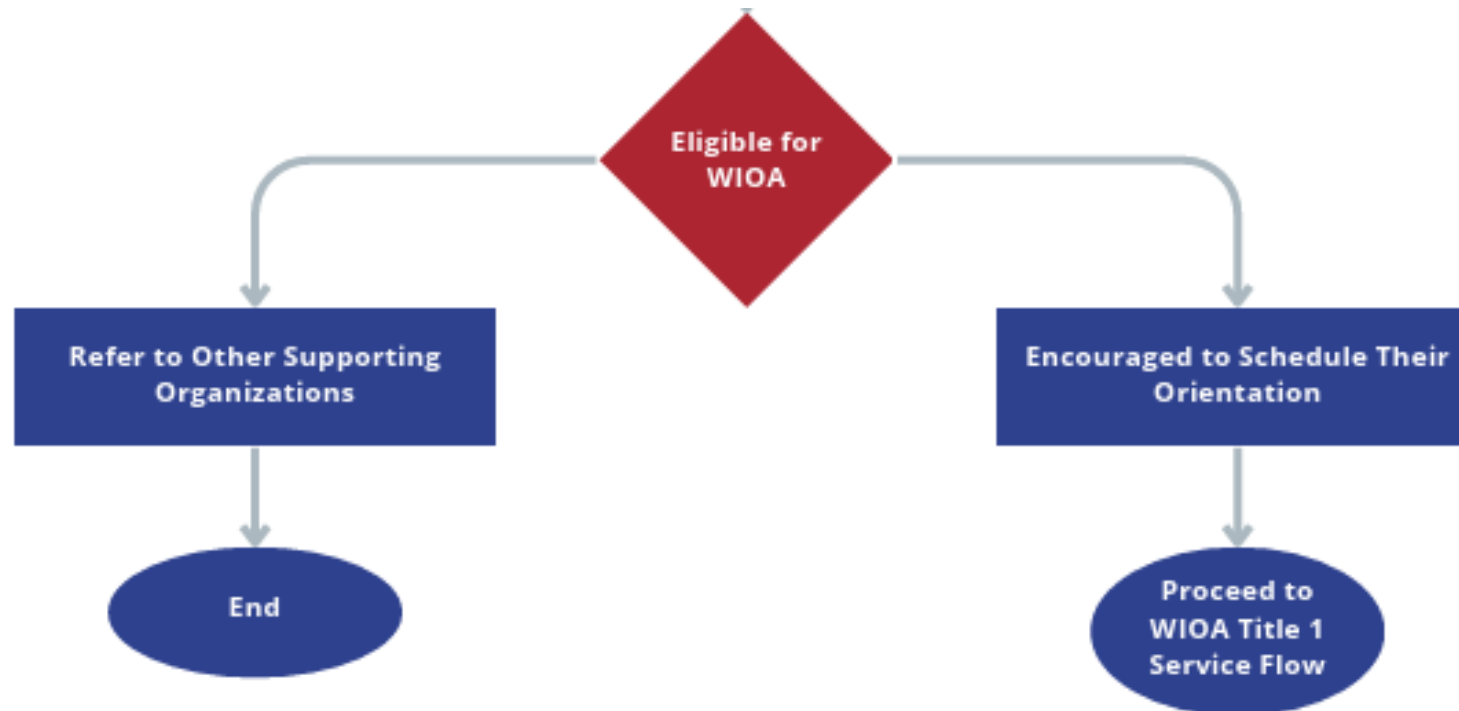
Working with a Job Seeker

- Determine if a referral is needed.
- Program matcher.
- Assist with job search as needed.



Determining Eligibility for WIOA

- Review Program Matcher results.
- Complete common application (if not done already).
- Upload documents.
- Schedule intake.



Satellite Locations

- Ashland and Gretna Libraries:
 - Discussion with partners about co-location.
- Virtual Appointments.
- WIOA Appointments:
 - Meeting job seekers at alternative locations.



Relations with Partners – Partner Engagement

- Hosting monthly partner meetings.
- 12-days of partners.
- Partner spotlights.
- Attending career fairs or other events.
- Presenting to partner staff about referrals.



City of Lincoln Three Take Aways

1. Be flexible and understanding.
 - a. Partners have different needs and what works for one may not work for others.
2. Don't be afraid to try new ideas.
3. Include partners in decisions for the resource room, when possible.



Illinois Department of Commerce and Economic Opportunity

Illinois Presenters



Drew Thomason, Senior Consulting Manager, Kerber, Eck & Braeckel LLP (KEB), Springfield, Illinois

Michael Baker, Manager of Strategic Planning and Innovation, Office of Employment and Training at the Illinois Department of Commerce & Economic Opportunity

The State Layer

This segment covers four concrete things Illinois does, and what another state could lift from each:

1. Annual guidance that responds to new circumstances.
2. Early checkpoints before anything is final.
3. A standing technical assistance team, not a negotiation-season fire drill.
4. An MOU template that pulls the other required pieces together.

Standing Technical Assistance Team

The team exists before there is a problem.

- Includes WIOA title programs and required partners.
- Meets year-round.
- Tracks trends from local negotiations.
- Routes problems to the right state partners.
- Supports local areas throughout the process.

Annual Guidance that Responds to Changes

The guidance changes because the work changes.

- Built on the Governor's Guidelines.
- Updated each year by the Interagency TA Team.
- Informed by state priorities, federal guidance, and local pain points.
- Drafted with field review before final release.

Annual Guidance Responding to Updated Conditions: Examples

- Example 1: Moving the MOU due date.
- Example 2: Conflict resolution process.
- Take-home for other states: Build an intake for field feedback and last-year lessons so your guidance improves instead of being stagnant.

Early Checkpoints Before Anything is Final

Illinois catches problems while they are still fixable.

- Local areas submit a Pre-Program Year Planning form.
- Draft budgets, waiver requests, and issues surface early.
- The TA Team reviews draft budgets and waiver requests before final MOUs are due.
- Technical assistance happens before compliance review.

An MOU Template That Pulls Required Pieces Together

The template makes coordination verifiable.

- Connects the MOU to the one-stop operator agreement.
- Uses the service integration self-assessment.
- Includes direct linkage documentation.
- Tests whether coordination works in practice.

Illinois Three Take Aways

1. Guidance that learns from last year.
2. Checkpoints before the MOU is submitted to the state.
3. Keep a technical assistance team active year-round.



Questions?

LEAD WIOA Technical Assistance (TA) Center

- The **National Center on Leadership for the Employment and Economic Advancement of People with Disabilities (LEAD)** is a Workforce Innovation and Opportunity Act (WIOA) TA center, grant funded by the Office of Disability Employment Policy, U.S. Department of Labor.
- The LEAD Center helps states, workforce development professionals, and American Job Centers (AJC) implement WIOA, in service to Americans with disabilities.

LEAD WIOA Technical Assistance (TA) Center, cont.

- Through its resources, tools and TA, the LEAD Center:
 - increases career pathways for people with disabilities that ensures employers have access to the skilled workers they need to compete in the global economy;
 - supports financial literacy training and economic self-sufficiency for people with disabilities; and
 - improves coordination and collaboration of workforce development system partners, contributing to a more effective system.

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