

**Resource Sharing Plan
2016-2019**

Mesa County Workforce Center
512 29 ½ Road
Grand Junction, CO 81504

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I. Introduction and Overview of Workforce Center Programs

The Mesa County Department of Human Services (DHS) has collaborates with Hilltop Community Resources, Inc. (Hilltop) in a public/private partnership to offer Self-Sufficiency and Workforce Development programs in a unified, customer friendly environment.

On September 29, 1998, the Board of County commissioners of Mesa County and the Colorado Department of Labor and Employment entered into a contract to integrate the delivery of all employment and training services into a “One-Stop Career Center.” DHS serves as the operator, and in this role, provides administrative oversight to the Workforce Center. A large part of the administrative role is centered in creating a coherent and seamless service delivery system to ensure that all workforce development programs effectively and efficiently serve the job seekers and employers of Mesa County.

Mesa County owns the Workforce Center building and Hilltop administers the Workforce Innovation and Opportunity Act (WIOA), and other programs through contract arrangements with DHS. DHS and Hilltop have entered into lease arrangements, contracts and other agreements that address specific programs and costing arrangements.

While partners in the Workforce Center, the two agencies maintain their separate organizational and fiscal identities. DHS does all accounting and financial reporting for the Economic Assistance, Wagner-Peyser, and other programs that it administers. Hilltop does the accounting and financial reporting for its programs. Because of this dual arrangement, there is no single financial statement or unified budget that encompasses the entirety of the Workforce Center’s operations. In addition, each of the two partners operate under different fiscal years.

The purpose of this resource sharing plan is to explain and document the cost sharing procedures and methodologies that are currently in place at the Mesa County Workforce Center.

II. Listing of Partners and Services

Department of Human Services:

Eligibility Determination
Food Stamp and Medicaid Eligibility
Colorado Works (TANF) Case management for Employment & Training
Child Care
Intensive Family Intervention
Colorado Department of Labor and Employment funded programs:

Labor exchange
Employer relations
Labor Market Information
Veterans Services (LVER and DVOP)
U.I. Hearings Referee
Rapid Response and lay-off assistance

Hilltop Community Resources:

WIOA Adult, Displaced Worker and Youth programs
Employment First
Domestic Violence
Drop-in Child Care

Joint Workforce Center Programs:

GED/ESL
Resource Room
Professional Services:
Assessments
Adult Learning Lab
Computer Lab
Classroom for employment training and development

Other partners located at the Workforce Center:

Job Corps
Ability Connections Colorado
Veterans Upward Bound
Grand Junction Housing Authority
Catholic Outreach

III. General Financial Information

The Mesa County Workforce Center is administered by DHS as designated by the Mesa County Board of Commissioners in September 1998. DHS is a separate fund of the Mesa County unit of local government. The programs of the Work Force Center are accounted for in the Human Services Fund with each program designated as a separate cost center to track revenues and expenditures by program. DHS has a double entry accrual system of accounting.

It is DHS's intent to charge costs directly to the programs it administers whenever possible. Expenses incurred for the benefit of a specific program will be charged directly to the benefiting program. Costs that benefit multiple programs, whether administrative or program in nature, will be pooled and distributed amongst those benefiting programs according to the methodologies outlined herein.

Common supportive and all indirect costs are distributed to traditional Colorado Department of Human Services Programs through the federally approved Random Moment-Sampling methodology that is operated by the Colorado Department of Human Services. However, no indirect costs incurred by DHS are currently distributed to the Workforce Center through the random moment sampling. Neither are any indirect costs of DHS distributed to the programs administered by Hilltop.

Hilltop also maintains a double entry, accrual system of accounting and maintains separate general ledger accounts to account for the revenues and expenses of each of its individual programs. Hilltop prepares a negotiated indirect cost reimbursement agreement (NICRA) each year and uses this plan to allocate corporate indirect costs from pools to the various programs and grants. Hilltop allocates direct costs to the grants proportionate to benefits received.

IV. Cost Methodologies

A. Direct Program Costs

Direct costs are those that are incurred on behalf of one program, specifically for the benefit of that program and are charged directly to that program. Examples of Direct costs include, but are not limited to:

- Staff salaries and fringe
- Staff travel and mileage
- Individual and program staff development
- Program participant costs such as training, fees, materials, supportive services, etc.
- Long distance telephone charges
- Postage
- Office supplies benefiting one cost objective
- Program and operating supplies benefiting one cost objective
- Equipment
- Equipment repair and maintenance
- Dues and memberships
- Software and communication support benefiting one cost objective

Personnel Costs: Currently most DHS program staff at the Workforce Center perform functions that benefit only one cost objective; consequently, staff time is directly chargeable to that programs. DHS staffs that spend time between programs use timesheets (100% time reporting) to keep track of time spent between programs. County personnel costs are charged based on DHS's monthly payroll. Hilltop records personnel costs based on biweekly pay periods. Staff hours are allocated to grants and programs based on the hours recorded on the biweekly timesheets. Personnel costs directly charged to programs are limited to actual program staff and first line supervisors of programs staff.

Note that some staff development, travel and equipment and supply costs may be included in the Workforce Center's Implementation Grants and that resource will be used when appropriate before allocation to individual programs takes place.

Other agencies located at the Mesa County Workforce Center are responsible for their respective direct programs costs unless other specific arrangements are made. Pooled direct costs will be allocated to the various agencies based on the cost/benefit methodologies outlines in the following sections.

B. Allocation of Shared Direct Costs-Cost Pools

Shared direct costs are costs incurred for a common or joint purpose benefiting more than one program and cost category. These costs are accumulated in cost pools and are allocated monthly to programs using methodologies that relate costs to benefits received. The basic premise being that programs should pay for costs proportionate to benefits received. A corollary premise is that the efforts spent in allocation should not be disproportionate to the results achieved. For this reason, absent a more logical or rational allocation basis, the most commonly used allocation basis at the Workforce Center is the ratio of authorized full-time equivalent (FTE) positions of a program to total FTE positions at the Workforce Center. The assumption is that there is a direct correlation to the number of staff in a program and to the costs that are being allocated.

The ratio of FTE positions assigned to a program for a specific cost pool is in some instances modified downwards by a benefits-received factor. These factors give credit to programs that receive less than a full FTE's level of service. For example, some programs at the Workforce Center, such as Job Corps, have a physical presence as tenants but are not fully integrated programmatically into the day to day activities of self-sufficiency and workforce development. While Job Corps is assigned one FTE for the position at the Workforce Center, only .25 FTE might be charged for the administrative pool to Job Corps as this program is more autonomous and does not require full administrative support.

Generally, programs operated by DHS and Hilltop that constitute the "seamless delivery of services" envisioned by the Workforce Investment Act receive full allocation of appropriate cost pools, while other Workforce Center program tenants may receive credit through the use of benefit-received factors. A program is only allocated costs from a cost pool if the program receives a benefit from that pool.

Copier Supplies Cost Pool: DHS leases all the copiers at the Workforce Center. DHS purchases supplies and paper for use in all copiers, printers, and fax machines and allocates the cost of this and repairs and maintenance for the copier and fax machines to programs monthly based on the number of FTE positions. These costs are collected in the Building Cost Pools and allocated to programs as described below.

Cost Sharing and Allocation: DHS and Hilltop each incur costs that benefit the Workforce Center as a whole and are not readily attributable to one program or cost objective. Mesa County, as owner of the building, incurs primarily building related costs which are reimbursed to Mesa County's general fund by DHS.

DHS, as the current Workforce Center operator, incurs primarily administrative and some operational costs. The two agencies have developed a series of cost pools to isolate these non-program specific costs. At the end of each month costs paid by each agency are entered into an Excel spreadsheet and these are allocated to the programs at the Workforce Center. Mesa County bills tenant agencies for each tenant's share of the costs. The spreadsheet also calculates the dollar amount owed between Hilltop and DHS. This results in a cash payment to settle up each twice per year at June 30 and December 31, either DHS paying Hilltop or Hilltop paying DHS.

Mesa County Workforce Center
Exhibit B - Resource Sharing Plan

The components of the cost sharing pools and methodologies for allocation are as follow:

1. Support
 - a. Reception Function (DHS) - The cost of Workforce Center front door receptionists is allocated to benefiting programs (those programs seeing clients or the public) based on the number of programs FTE positions and a factor for the traffic generated by that specific program.
 - b. Resource Area (HT) - The cost of the resource area non-program staff (job search, resumes, e-mail, internet, etc.) is allocated to programs based on the program FTE count.
2. Administration Pool
 - a. Workforce Center Director, Manager, and DHS Accountant (DHS) – The cost of these positions is allocated based on program FTE positions.
 - b. JOBS Program Director (HT) – The cost of this position is allocated based on program FTE positions.
3. Building Pool
 - a. Variable Building Costs (HT), (DHS) – These costs may include utilities, janitorial, building supplies, insurance, grounds maintenance, equipment maintenance contracts, etc. that are accumulated in the WFC building cost center. Variable building costs are allocated based on actual square footage increased by a factor to cover common area costs of the building. DHS also accumulates building costs for copier maintenance and other supplies that benefit all programs at the Workforce Center and are not attributable to specific programs.

Authorized FTE counts are provided to the Workforce Center by DHS based on the annual budget. The number of authorized position by program is used instead of an actual count of employees because authorized FTE's provide a more stable allocation base – temporary vacancies due to staff turnover do not change the monthly allocation base. Hilltop FTE counts for programs are calculated from the biweekly timesheet charges based on the number of hours charged to a program. Eighty hours in a biweekly pay period represent one FTE. A review of staffing levels by program is done at the beginning of each quarter (March, June, September, and December). Other adjustments in allocation basis will be made monthly as changes occur.

C. Organization Indirect Costs

Each year Mesa County prepares and certifies an indirect cost allocation plan. This plan identifies and allocates indirect costs of the County (County Attorney, County Treasurer, Facilities Management, Budget and Finance, etc.) to DHS for reimbursement from the Colorado Department of Human Services. DHS does not pass on any of the indirect costs of the County to programs at the Workforce

Center. Also, DHS does not currently allocate any of its supportive costs to programs at the Workforce Center, costs such as accounting, personnel, purchasing, and administrative oversight.


Hilltop also prepares an annual Indirect Cost Allocation Proposal in accordance with standards set by the Office of Management and Budget and other relevant federal agencies. Hilltop allocates indirect costs to the grants that it administers at the rate calculated in the Proposal.

V. Certification

This is to certify that all costs included in this plan are allowable and in accordance with the requirements of the federal awards to which they apply and 2 CFR 225 (OMB Circular A-87), Cost Principles for State and Local Governments. Unallowable costs have been adjusted for in allocating costs as indicated in the cost allocation plan.

All costs included in this plan are properly allocable to federal awards on the basis of a beneficial or causal relationship between the expenses incurred and the agreements to which they are allocated in accordance with applicable requirements. Further, the same costs that have been treated as indirect costs have not been claimed as direct costs. Similar types of costs have been accounted for consistently and notification will be provided regarding any accounting changes that would affect the proposal materially.

I certify that this is true and correct to the best of my knowledge.

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Barbara Golden
Director of Fiscal Operations and Quality Assurance
Mesa County Department of Human Services
Mesa County Workforce Center

Date