

## Strategy 6: Braid, Blend, or Sequence Funding

Common Approaches for Implementation - Table 1

Approach	Connected to	Description
Matching Funds	Braiding	<p>Federal grants often require fund matching from non-federal funds in order to be awarded the grant or to unlock certain portions of the funding. Match funding generally comes from philanthropic or private companies, but may also be drawn from local or state funds, contingent on compliance requirements. Match funding requirements can be used as a strategic mechanism to braid or sequence funding from two or more sources to accomplish a shared goal. Sequencing or braiding can be organized by phases, by services, or even by population. Agencies commonly solicit philanthropic funds to unlock federal funding. Matching funds are usually documented through a letter of intent, grant submission and grant agreement.</p>
Co-location/Cost Sharing	Braiding	<p>In co-location, multiple organizations or programs use the same physical location. Programs may have dedicated space within a building or may rotate or share the use on an established schedule. Cost-sharing is commonly used to cover the costs of physical spaces such as the job center facility and its accompanying utilities. Co-location and cost sharing can reduce silos between agencies, improve service to an individual by housing all of the programs in a central space, and maximize resource use by reducing the need for each program to fund space, tools, or</p>

		<p>technology separately. This approach is also referred to as resource sharing. Co-location/cost sharing/resource sharing is usually documented through either an MOU or a contract agreement.</p>
<p>Referral Processes</p>	<p>Braiding or sequencing</p>	<p>Referral processes are established mechanisms for connecting an individual with additional services. Agencies may provide them manually, such as through introductions to other individuals in the job center or the provision of contact information at the other agency, or through a referral system that automatically shares case information with the other referral agency. Each organization pays for the portion of the support they provide and an individual may ultimately co-enroll in multiple programs. Referral processes are usually documented through standard operating procedures or organizational policies.</p>
<p>Co-Enrollment</p>	<p>Braiding or sequencing</p>	<p>In this approach, an individual is enrolled in two or more programs to tap into a broader set of benefits. Depending on the program and the local area, this may require the individual to complete multiple forms, compliance checks, and eligibility processes. Beginning and ending dates of service provision may also vary and the enrolled individual may have one point of contact per program, unless the local area has created integrated processes. Co-enrollment processes are usually documented through standard operating procedures or organizational policies.</p>

Shared Staffing	Braiding	An individual staff member performs services under multiple programs either in a full time capacity, with the funding for their role drawn from the corresponding funding streams, or is cross-trained to support multiple services so that the staff member can provide coverage when others are out of the office. The latter is particularly common amongst organizations with a smaller staff. Shared staffing is usually documented through a memorandum of understanding, standard operating procedures or organizational policies.
Interagency Agreements / Memorandum of Understanding (MOU)	Sequencing or Braiding	An established collaboration between two or more agencies around a specific program or initiative that outlines the purposes of the agreement, the parties to the agreement and the respective responsibilities for each agency. Often addresses resource allocation, service delivery, data sharing, compliance and evaluation. Usually accompanied by a shared governance body.
Integrated State or Local Planning	Sequencing, Braiding or Blending	An interagency planning and policy development approach to workforce development. May be done as part of the WIOA state and local planning process or may build on the WIOA plan as the foundation. Usually accompanied by strategic planning groups, steering committees, or workgroups to implement these plans.
Special Purpose Vehicle	Blending	A new legal entity, such as a 501c3 is established to carry out a specific set of objectives through the use of diverse funding streams. Funding is

		<p>pooled to maximize impact. Documented through the formation documentation required to establish the entity such as as a charter.</p>
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