

PacMtn Workforce Development Council Elected Official Consortium Meeting Agenda

Friday, July 28, 2017 ▪ 11:00 am -1:00 pm
Thurston County Commissioner's Meeting Room
2000 Lakeridge Dr. SW ▪ Room 280 ▪ Bldg. 1
Olympia, WA 98502
888-537-7715 ▪ Passcode: 60526531#



I. Convene: Welcome – Commissioner Jeffreys

- A. Self-Introductions
- B. Establish Quorum
- C. Review of Today's Agenda
- D. WDC Consortium Chair Comments
- E. WDC Board Chair Report
- F. CEO Report
 - Camo2Commerce Apprenticeship & Career Opportunities Video

II. Consent Agenda- Motion to Approve

The Consent Agenda is a SINGLE item for Board consideration that encompasses items the Board would typically approve with little comment. Procedural items such as approval of Minutes, or other legal or housekeeping items are appropriate for a Consent Agenda. There can be explanation of items, but there is no discussion of the Consent Agenda. If discussion is warranted or requested ANY item can be immediately removed and placed on the regular Agenda for full Board discussion.

- A. Approval of March 2017 Consortium Minutes (Attachment #1)

III. Action Items

- A. Motion to Approve PY17 Preliminary Budget (Attachment #2)
- B. Motion to Approve: Appointment of New Board Member Nominees (Attachment #3)
 - Steve Rogers of Pacific County
 - Winfried Danke of Thurston County

IV. Discussion and Informational Reports

- A. WorkSource Memorandum of Understanding (Attachment #4)
- B. Staff Report: Board Engagement and Proposed Bylaw Modification
(Handout at Meeting)

V. Discussion & Deliberation: Good of the Order & Public Comment

Upcoming Meetings

Date	Location
Proposed New Date: Friday, November 17th, 2017	Hosted Jointly by Commissioners Raines and Olsen – Grays Harbor
WDC Year End Celebration: Thursday, December 14, 2017	TBD

2017 – 2018 Consortium Members

Name	Representing County
Commissioner Terri Jeffreys <i>Consortium Chair</i>	Mason
Commissioner Vickie Raines	Grays Harbor
Commissioner John Hutchings	Thurston
Commissioner Lisa Olsen	Pacific
Commissioner Gary Stamper Alternate: Commissioner Edna Fund	Lewis

PACIFIC MOUNTAIN ELECTED OFFICIAL CONSORTIUM MEETING MINUTES

MARCH 31, 2017 11:00 AM – 1:00 PM
MASON COUNTY COMMISSIONER'S OFFICE
411 NORTH 5TH STREET
SHELTON, WA 98584
888-537-7715 PASSCODE: 60526531#



Elected Officials Present:

Commissioner Terri Jeffreys, Chair – Mason County
Commissioner Vickie Raines – Grays Harbor County (attended by phone)
Commissioner John Hutchings – Thurston County
Commissioner Lisa Olsen – Pacific County

PacMtn Board Members Present: Duane Evans, Chair

PacMtn Staff Present: Cheryl Fambles, Vanessa Wasman, Lee Childs

- A. Convene and Welcome** – The meeting was called to order by Commissioner Jeffries at 1:01 pm. She welcomed people to Mason County and thanked them for attending. The group introduced themselves and new Commissioners Hutchings and Olsen were newly welcomed to the PacMtn Consortium and asked to share ab it about themselves. Quorum was established and agenda was reviewed with no changes or edits.

Commissioner Jeffreys gave her comments regarding her trip to NAWB and thanked Vanessa for her travel arrangements. She said that she enjoyed NAWB very much and particularly liked learning about digital jobs, middle skills training, apprenticeships and internships. She discussed the idea of destigmatizing labor and middle skill jobs and further integrating youth/young adults with older adults, which is why the apprenticeship learning model is so good. She said Spokane WDC had a great presentation regarding how to prepare the “supply of workers” for the “demand for jobs” and enabling workers to prepare with a specific end in mind. The group also viewed part of an online training called Study Workforce, a learning platform to support local elected officials and workforce board members to build their knowledge and skills in the workforce development arena. Vanessa will distribute this learning platform appropriately to the Board and Consortium members so they can access the information.

The group confirmed locations of the upcoming Consortium meetings for the remainder of the year. It was decided to hold the July 28th meeting in Thurston County hosted by Commissioner Hutchings and hold the December 1st meeting in Grays Harbor hosted jointly by Commissioner Raines of Grays Harbor and Commissioner Olsen of Pacific County.

- B. Consent Agenda** – Motion to Approve December 2016 Consortium Minutes ([hyperlinked](#)). Commissioner Olsen moved to approve the minutes, second by Commissioner Raines. Motion carries. Commissioner Olson and Hutchings abstained because they were not in attendance.
- C. Action Items**
- Adoption of Updated Consortium Operating Document – This item, along with two accompanying documents, the Interlocal Agreement and the Memorandum of Agreement between the Consortium and WDC Council explain the role of the PacMtn Consortium. Members discussed the Operating Agreement. Commissioner Hutchings moved to approve

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adoption of the updated Consortium Operating document, seconded by Lisa Olsen, **Motion carries.**

- Appointment of New PacMtn Board Member Nominees - The Commissioners reviewed the endorsement letters and applications for Jacqueline Early representing Mason County, Jason Reed representing regional DSHS/TANF and Jim Sayce representing Pacific County. Commissioner Olsen moved to appoint all three members to the PacMtn WDC, seconded by Commissioner Hutchings, **Motion carries.**

D. Program Feature: Lee Childs, WorkSource Mason County Transition Manager gave a well-received presentation on Mason WorkSource Transition Center. Presentation can be found here [\(hyperlink\)](#).

E. Informational Reports

- WDC Chair Report – Duane began his Chair Report by saying that PacMtn will receive \$275K for a healthcare project working with Morton General Hospital, Providence Mother Joseph, Heritage House Long Term Care Facility and St. Peter's Hospital who will work with South Puget Sound Community College and Centralia College to certify up to 40 Certified Nursing Assistants. He also mentioned the Rise Up training, which is an industry certification program within schools and helps expose students to various industry sectors. Duane then mentioned that he and Commissioner Jeffreys and Board Member Cheryl Heywood went to Washington DC for the National Association of Workforce Board Conference with staff support by Corinne Daffern. He also said that all 5 visits with the County Commissioners were very successful.
- Board Member Attendance Matrix – Cheryl began this topic by reviewing the memo provided and explained the need for Board members to attend at least 75% of Board and Committee meetings combined per year. She also said that WDC Board Members are accountable to the Consortium as the appointing body. There was some discussion that mentioned joining a meeting online or by phone counts towards attendance. Duane confirmed that they were working with individual Board Members who were struggling with attendance. The group agreed to continue to monitor the situation and at the next meeting would consider a staff recommendation to change the number of seated Board Members as a way to release some of the pressure to find private sector Board Members in each of the counties. The Board would still adhere to the 51% requirement for private sector membership.
- WorkSource-America's Job Centers (AJC) Timeline & Next Steps – Cheryl quickly went over this item and explained the timeline for the work with discussions in the communities of all five counties. Final recommendations are being reviewed and acted upon by the WDC Board in November, preparing for a full launch of PacMtn's WorkSource AJC in January 2018.
- CEO Report – Cheryl quickly reviewed her CEO Report which can be found [here](#).

F. Discussion & Deliberation: Good of the Order & Public Comment – No further discussion arose. Meeting adjourned at 3:17 pm.



MEMORANDUM

To: PacMtn Executive Finance Committee Members
From: Bridget Lockling, Director of Finance & Administrative Services
Date: July 18, 2017
Subject: PY17 Preliminary Final Budget

The attached budget documents reflect the proposed budget for our 2017 Program Year beginning July 1, 2017. These documents are provided to give you a summary of the budget and detail changes expected for the upcoming year.

As a reminder this version of the budget provides us a starting point for an operational budget to begin our new program year with. We do not have actual grant award amounts or final determinations of carry in so revenue and expenses are based on estimates and assumptions. Some new projects are not yet fully determined or structured so funding is ear marked with details to be developed. The Final version of the budget provided in the Fall will be corrected to show actual awards, carry in, contract and project expenses.

Revenue Projections

Our revenue forecast for PY17 is shy of \$13 million, this is similar to what we started with the beginning of last year, but over \$3.8 million less than what we ended with. Our compliment of awards has changed with many of our competitive WIOA grants expired or expiring during the year. Without knowing our WIOA Formula awards for PY17 we have used an earlier projection provided by ESD. These projections did not take into account the federal budget proposals so it is an optimistic approach. Currently our Camo2Commerce grant is set to expire as of December 31, 2017 which causes a drastic reduction in revenue for the year.

Our anticipated WIOA Formula carry in dollars for PY17 is larger for each grant, both from administration office carry in and contractor carry in. All of our WIOA Competitive grants listed in PY17 are continuations from PY16 and all but 1 are set to expire during the year. These competitive grants play an important role in picking up portions of staff time, overhead and admin that help shift the burden from our Formula grants. Our WIOA Formula grants now reflect 44.4% of the overall budget, higher than the last couple of years.

We are still unsure of the allocations in WorkFirst/TANF funds for next year but anticipate starting with a similar amount of funds. PY16 year's pay point gains will be minimal as costs during the year started out high. This pay point model is also the basis for the MyJOB program through JRA. Earning revenue in excess of cost promotes a focus on outputs deemed critical to successful outcomes and provides important unrestricted revenue for the agency.



Expense Projections and Board Guidance

The majority of our revenues are contracted back out to procured vendors to deliver services that adhere to the objectives of the award. These services are identified as either Direct Participant Services, Business Services & Solutions, Special Impact Projects or Misc Contracts & Projects. Our emphasis is on providing services that reach our customers-job seekers and employers.

A new program service this year is our focus on incumbent worker training. We've been working on developing policy and procedure to begin this opportunity in PY17. These details will be flushed out and presented in the Final budget.

From our Budget Workshop, Budget Q&A, survey and meeting discussions we have continued projects that you identified as important and have set-a-side funds to explore new opportunities to respond to your guidance.

High Impact Community Grants will continue at your request. In PY16 the efforts were focused on rural and remote districts to serve youth and young adults. We will evaluate the scope and process and roll out this opportunity in the near future.

Our Community Outreach grants will also continue. The Executive Finance Committee will take on the new process to review, approve and follow up on the outcomes of these activities.

Work Based Learning and Career preparation activities for youth are new focal points. We have earmarked \$75,000 to respond to this need by supporting our Uplift! program which is carried out by our AmeriCorps members.

Other projects underway or under development will seek to include other areas of emphasis requested including pre-apprenticeship and entrepreneurial training. We will evaluate current program and projects and look for ways to continue successes, grow partnerships, leverage opportunities, and align with other regional activities.

Administrative Operations Budget

Our administration office budget shows a few changes, although minor in dollars compared to our total budget. Percent of administrative overhead has historically run 15%. This year's total administrative office cost to sustain the organization is \$1.66 million, 15% of the budget. The admin office budget is part of a larger Administrative Services budget that also includes transition activities, AJC support and the One Stop Operator contract. The total budget for all administrative service categories are \$1.8 million or 16% of the total budget. In the Admin Office budget the following additional resources will allow us to continue effectively managing the workload and expectations.

1. Cost of living adjustment, 2% (COLA) for all employees. The increase aligns with current consumer price index calculations (Seattle-Tacoma).
2. An additional \$5,000 - \$8,000 provides performance incentives for employees who demonstrated exceptional performance in PY16.



3. The Professional Services budget will increase to offset the reduction of our part time staff person that had focused on IT work.
4. Other minor changes are noted that respond to historical trends and anticipated needs.

On the Horizon

The first half of the year will be busy with the identification and certification of AJC sites. Work will continue with the One Stop MOU as the infrastructure funding agreement must be in place by January 1, 2018. We will have a One Stop Operator in place soon, in an innovate partnership between Employment Security, Thurston County Chamber and PacMtn.

Budget impacts from the federal government budget cuts will be a continuing element of discussion and review. We continue to seek new funding opportunities to increase workforce and economic success in the region and offset some of these potential funding cuts in other areas. We are committed to looking for more ways and partners to leverage funding in support of the region's needs and the desired outcomes of the Board. Our track record in partnership building and performance is strong and has led to additional revenue opportunities and ability to leverage other good work happening in the region.

Motion to Approve

This budget reflects a progressive and thoughtful way to continue fulfilling our requirements and delivering quality services in the region. We recommend a motion to approve the PY17 Preliminary Final Budget as presented.

Attachment: Proposed PY 17 Preliminary Final Budget

Pacific Mountain Workforce Development Council
 Program Year 2017
 July 1, 2017 - June 30, 2018

Preliminary Final Budget Comparison by Budget Category

	Direct Participant Services	Business Services & Solutions	Special Impact Projects	Misc Contracts & Projects	Administrative Services	Total	Difference from PY16 Final	Comments
Budgeted Revenues:								
<u>Workforce Innovation and Opportunity Act (WIOA) 'Formula' Grants</u>								
WIOA Admin Cost Pool (ACP)	-	-	-	2,000.00	790,169.00	792,169.00	124,778.81	More carry in and grant award
WIOA Adult	1,001,199.00	233,750.00	25,000.00	3,000.00	292,827.70	1,555,776.70	103,940.74	More contractor carry in
WIOA Dislocated Worker	1,306,422.00	222,500.00	25,000.00	7,000.00	348,213.50	1,909,135.50	300,878.52	More contractor carr in and grant award
WIOA Youth	1,059,627.00	-	100,000.00	3,000.00	237,993.00	1,400,620.00	119,061.79	More carry in
<i>Subtotal</i>	<u>3,367,248.00</u>	<u>456,250.00</u>	<u>150,000.00</u>	<u>15,000.00</u>	<u>1,669,203.20</u>	<u>5,657,701.20</u>	<u>648,659.86</u>	
<u>Competitive WIA/WIOA' Grants</u>								
YouthWorks 2 (7/1/16 - 6/30/18)	12,000.00	-	-	-	11,000.00	23,000.00	(147,547.84)	Remaining carry in, final year of grant
Rapid Response Mason County (7/1/16-6/30/17)	-	-	-	-	-	-	(355,700.00)	grant expired
Rapid Response Initiatives (2/3/17-4/30/18)	267,369.00	-	60,000.00	-	50,000.00	377,369.00	(14,459.00)	Remaining carry in, final year of grant
Jobs Driven National Emergency Grant (JD NEG) (7/31/14-4/30/17)	-	-	-	-	-	-	(203,056.85)	grant expired
Camo2Commerce (1/1/14 - 12/31/17)	2,100,000.00	175,000.00	-	23,000.00	278,000.00	2,576,000.00	(2,088,995.30)	Remaining carry in, final year of grant
TAP-Hospitality (4/18/17 - 8/31/17)	-	-	-	10,000.00	2,300.00	12,300.00	(12,700.00)	Remaining carry in, final year of grant
TAP-Healthcare (TBD - 12/31/18)	252,000.00	-	-	-	23,000.00	275,000.00	-	No anticipated PY16 expenses
Sector Strategies (9/1/15-4/30/17)	-	-	-	-	-	-	(456,213.43)	grant expired
<i>Subtotal</i>	<u>5,089,383.98</u>	<u>300,952.67</u>	<u>60,000.00</u>	<u>38,000.00</u>	<u>754,004.77</u>	<u>3,263,669.00</u>	<u>(3,278,672.42)</u>	
<u>Department of Commerce Grants</u>								
WorkFirst (Community Jobs) (7/1/16-6/30/17)	1,416,983.00	-	5,500.00	-	200,000.00	1,622,483.00	(2,960.00)	Anticipate similar award from PY16, LPA grants expired
Rapid Reentry (5/1/17-6/30/17)	-	-	-	-	-	-	(10,000.00)	grant expired
<i>Subtotal</i>	<u>1,443,943.00</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>191,500.00</u>	<u>1,622,483.00</u>	<u>(12,960.00)</u>	
<u>Department of Health & Human Services Grants</u>								
Juvenile Rehabilitation - My JOB (5/1/16-7/15/19)	1,432,275.00	-	3,000.00	15,000.00	549,725.00	2,000,000.00	(940,000.00)	Remaining carry in
Dept of Voc Rehabilitation -PreEmployment Skills (3/16/16-3/15/18)	95,000.00	-	-	-	9,512.00	104,512.00	(108,793.00)	Remaining carry in, final year of grant
<i>Subtotal</i>	<u>2,208,317.39</u>	<u>-</u>	<u>-</u>	<u>45,000.00</u>	<u>899,987.61</u>	<u>2,104,512.00</u>	<u>(1,048,793.00)</u>	
<u>Other' Grants</u>								
Thurston County Jail Program (1/1 - 12/31)	50,731.00	-	-	-	3,000.00	53,731.00	(117,676.00)	Remaining carry in, grant awarded on calendar year
GH Foundation	10,000.00	-	-	-	-	10,000.00	(1,652.34)	Remaining carry in
Microsoft	20,000.00	-	-	-	-	20,000.00	(4,564.19)	Remaining carry in
Saltchuk	20,000.00	-	-	-	-	20,000.00	4,675.75	Remaining carry in
<i>Subtotal</i>	<u>100,731.00</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>3,000.00</u>	<u>103,731.00</u>	<u>(119,216.78)</u>	
Total Revenue	12,182,663.37	757,202.67	215,500.00	98,000.00	3,526,195.58	12,752,096.20	(3,810,982.34)	

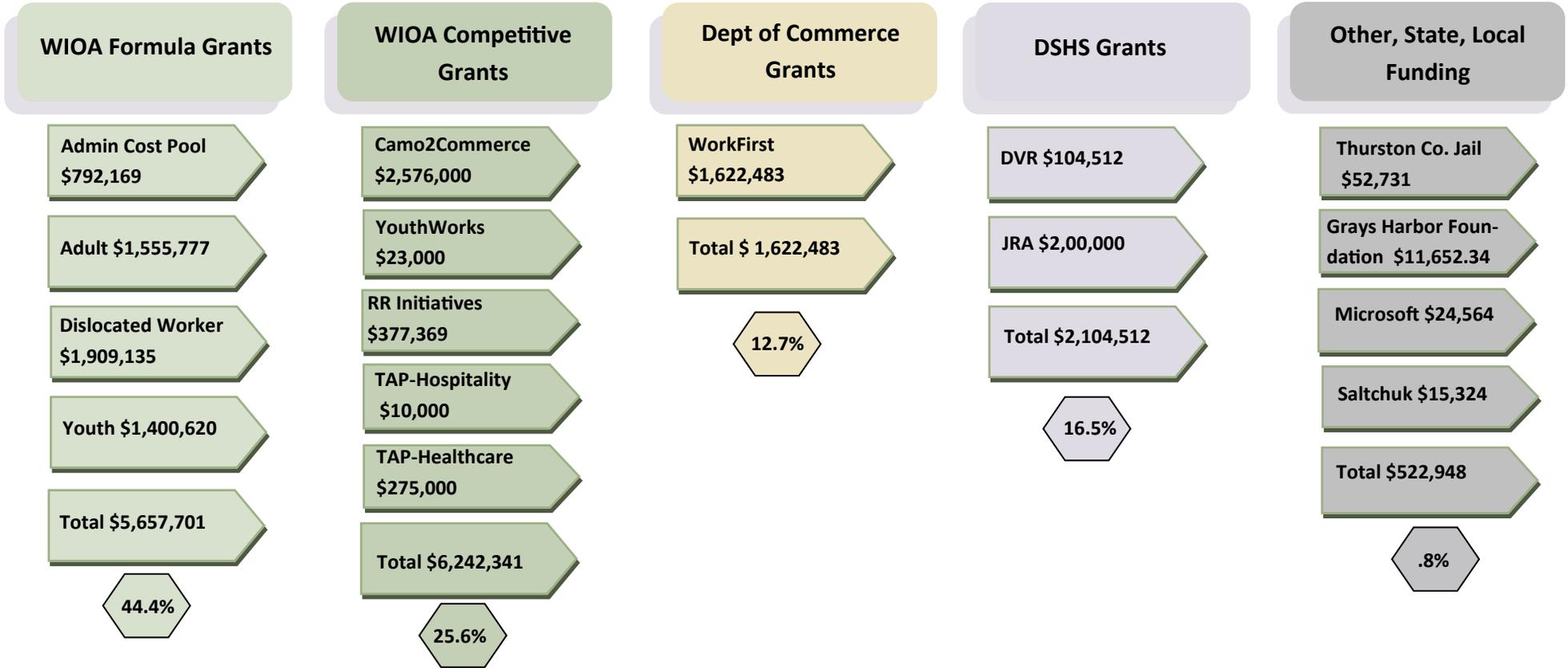
Budgeted Expenditures:

Program Services	Direct Participant Services	Business Services & Solutions	Special Impact Projects	Misc Contracts & Projects	Administrative Services	Total	Difference from Preliminary	Comments
WIOA Formula								
<i>Adult Contracted Programs (Career Path Services)</i>	1,001,199.00	-	-	-	-	1,001,199.00	149,642.02	More carry in
<i>Dislocated Worker Contracted Programs (Career Path Services)</i>	1,206,422.00	-	-	-	-	1,206,422.00	324,750.27	More carry in and higher contract amount
<i>Youth Contracted Programs (ResCare + transition contracts)</i>	1,059,627.00	-	-	-	-	1,059,627.00	949.38	More carry in, transition contracts not a factor
<i>Incumbent Worker Training (TBD)</i>	100,000.00	-	-	-	-	100,000.00	100,000.00	New project
<i>Business Services (Thurston Co. Chamber)</i>	-	456,250.00	-	-	-	456,250.00	56,250.00	Carry in
<i>PREP-Participant Support</i>	-	-	-	-	-	-	(7,963.33)	
<i>Manufacturing Internship Program</i>	-	-	-	-	-	-	(165,000.00)	program completed
<i>Work-Based Learning/Career Connections/AmeriCorps support</i>	-	-	75,000.00	-	-	75,000.00	75,000.00	Moved AmeriCorps related activities from Admin Services, expand on Uplift! support
<i>Career Pathways, Library Partnerships, Communications, Misc</i>	-	-	25,000.00	15,000.00	-	40,000.00	(60,000.00)	Support remaining career pathway projects and outreach materials
<i>Remote County Work Projects-Youth & Young Adult</i>	-	-	50,000.00	-	-	50,000.00	-	Consistent from PY16
Subtotal	3,367,248.00	456,250.00	150,000.00	15,000.00	-	3,988,498.00	473,628.34	
Competitive								
<i>YouthWorks In-house Program - Regional</i>	-	-	-	-	-	-	(500.84)	Moved budget to Admin budget
<i>YouthWorks 2 Contracted - Big Brother Big Sisters</i>	12,000.00	-	-	-	-	12,000.00	(85,275.00)	Remaining contract dollars
<i>Rapid Response Contracted-Mason Co. (Career Path Services)</i>	-	-	-	-	-	-	(211,187.00)	contract expired
<i>Rapid Response In-house Program - Mason Co.</i>	-	-	-	-	-	-	(144,513.00)	contract expired
<i>Rapid Response Initiatives</i>	267,369.00	-	60,000.00	-	-	327,369.00	132,679.00	For increased enrollment project
<i>Jobs Driven NEG Contracted (Career Path Services, United Way)</i>	-	-	-	-	-	-	(75,000.00)	contract expired
<i>Jobs Driven NEG In-house Program - Regional</i>	-	-	-	-	-	-	(300.00)	expired grant
<i>Camo2Commerce In-house Program</i>	2,100,000.00	-	-	-	-	2,100,000.00	136,185.29	Remaining carry in
<i>Camo2Commerce Contracted</i>	-	175,000.00	-	23,000.00	-	198,000.00	(74,419.67)	Remaining contract dollars
<i>TAP-Hospitality Contracted</i>	-	-	-	10,000.00	-	10,000.00	(11,500.00)	Remaining contract dollars
<i>TAP-Healthcare Contracted</i>	252,000.00	-	-	-	-	252,000.00	252,000.00	Remaining contract dollars
<i>Sector Strategies NEG Contracted (Career Path Services)</i>	-	-	-	-	-	-	(277,500.00)	contract expired
<i>Sector Strategies NEG In-house Program</i>	-	-	-	-	-	-	(107,457.43)	expired grant
Subtotal	2,631,369.00	175,000.00	60,000.00	33,000.00	-	2,899,369.00	(466,788.65)	
WorkFirst & Other								
<i>WorkFirst In-house Program Thurston, Mason, Lewis Co.</i>	1,416,983.00	-	5,500.00	-	-	1,422,483.00	(11,960.00)	LPA funds expired
<i>Rapid Reentry</i>	-	-	-	-	-	-	(9,500.00)	expired grant
<i>Thurston County PREP Jail In house Program</i>	50,731.00	-	-	-	-	50,731.00	(51,000.00)	Remaining carry in
<i>DVR - PETS In-house Program</i>	-	-	-	-	-	-	(1,182.00)	Moved budget to Admin budget
<i>DVR - Contracted</i>	95,000.00	-	-	-	-	95,000.00	(19,175.00)	Remaining carry in
<i>JRA In-house Program</i>	707,137.00	-	3,000.00	-	-	710,137.00	93,171.60	Remaining carry in
<i>JRA - Contracted</i>	-	-	-	15,000.00	-	15,000.00	-	Remaining carry in
<i>Grays Harbor Foundation</i>	10,000.00	-	-	-	-	10,000.00	(1,652.34)	Remaining carry in
<i>Microsoft</i>	20,000.00	-	-	-	-	20,000.00	(4,564.19)	Remaining carry in
<i>Saltchuk</i>	20,000.00	-	-	-	-	20,000.00	4,675.75	Remaining carry in, additional funds received end of PY16
Subtotal	2,319,851.00	-	8,500.00	15,000.00	-	2,343,351.00	(1,186.18)	
Program Expense Total	8,318,468.00	631,250.00	218,500.00	63,000.00	-	9,231,218.00	5,653.51	
Difference from PY16 Budget	243,356.18	(69,702.67)	(146,500.00)	(21,500.00)				

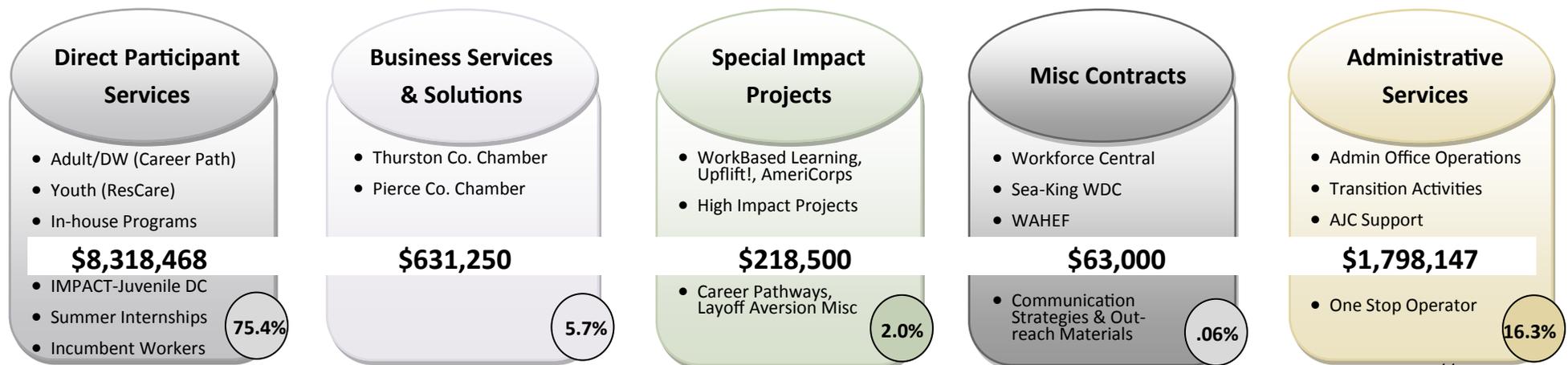
Administrative Services							
Administrative Office Operations							
Salaries				904,097.97	904,097.97	76,566.51	Staffing changes, additional position, 2% COLA
Benefits				395,717.80	395,717.80	39,153.67	Staffing changes, increased PERS %
Travel & Training				61,300.00	61,300.00	1,300.00	Additional travel and board support
Professional Services				89,920.00	89,920.00	20,420.00	Increased for anticipated IT services
Facilities				89,281.00	89,281.00	(30,719.00)	Lease costs less than anticipated
Supplies & Communications				35,400.00	35,400.00	(1,200.00)	Reduced telephone expenses
Equip/Maintenance/Rentals				12,000.00	12,000.00	(6,580.00)	Removed portion from server upgrade
Depreciation				10,560.00	10,560.00	2,268.00	Added new cubicle system depreciation
Insurance				16,750.00	16,750.00	(2,500.00)	Reduction from space reductions
Memberships				14,370.00	14,370.00	(580.00)	Fewer membership subscriptions
Community Outreach				23,000.00	23,000.00	3,000.00	Added for staff initiatives
Misc				9,500.00	9,500.00	(1,100.00)	Minor reconciliations
Transfer to Unrestricted				(3,750.00)	(3,750.00)	3,750.00	More admin dollars awarded in TC Jail program
Admin Office Subtotal				1,658,146.77	1,658,146.77	103,779.18	
Transition Activities							
Staffing				-	-		
Subcontracts				40,000.00	40,000.00	9,584.00	Continue One Stop and AJC support, funds available for new AJC sites
Transition Subtotal				40,000.00	40,000.00	9,584.00	
One Stop Operator Activities							
Staffing				-	-	-	
Training, meetings, supplies				100,000.00	100,000.00	-	Was Integrated service Mgr role
Integrated Services Subtotal				100,000.00	100,000.00	-	
AmeriCorps Activities							
Staffing				-	-	(76,800.00)	Moved to Special Impact Projects
Training, travel, meetings, supplies				-	-	(10,000.00)	
AmeriCorps Subtotal				-	-	(86,800.00)	
Administrative Expense Total				1,798,146.77	1,798,146.77	26,563.18	Admin 16% of total expenses
Total Expenditures	8,318,468.00	631,250.00	218,500.00	63,000.00	1,798,146.77	11,029,364.77	32,216.69

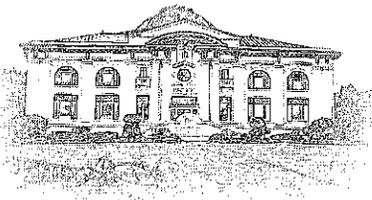
<i>Admin Office Formula Carry Forward to PY18</i>					<i>547,263</i>	<i>(21,516.00)</i>
<i>Admin Office Carry Forward Ongoing Grants to PY18</i>					<i>307,729</i>	<i>(738,215.00)</i>
<i>Program Carry Forward Ongoing Grants to PY18</i>					<i>725,138</i>	<i>(3,128,202.00)</i>
Total Carry Forward					1,580,130.00	(3,887,933.00)

PY 17 Revenues - \$12,752,096



PY 17 Expenses - \$11,029,585





Pacific County
COMMISSIONERS

Attachment #3

Lisa Olsen, District #1
Frank Wolfe, District #2
Lisa Ayers, District #3

May 10, 2017

Cheryl B. Fambles, Chief Executive Officer
Pacific Mountain Workforce Development Council
1570 Irving Street SW
P O Box 9046
Olympia, WA 98507-9046

Dear Ms. Fambles:

At its meeting of May 9, 2017, the Board of Pacific County Commissioners accepted the resignation of Tiffany Turner and appointed Steve Rogers, to fill a vacant position on the Workforce Development Council. His appointment will consist of a three year term, effective immediately.

Please advise this office of Thurston County's action regarding this appointment.

Thank you.

Sincerely,

PACIFIC COUNTY
BOARD OF COMMISSIONERS

MARIE GUERNSEY
Clerk of the Board

C: File

Board Member Application



Contact information

First Name:	Steve	Last Name:	Rogers
Address:	PO Box 1120		
City:	South Bend	County:	Pacific
Zip:	98586		
Email:	sdrogers@willapabay.org	Phone:	360.942.7990
Employer:	Self	Position Title:	President-The Cabin at Willapabay

Representation

<input checked="" type="checkbox"/>	Business/Private Industry:			
	County:	Pacific	Sector:	Tanbun
	Number of Employees:	2		
<input type="checkbox"/>	Organized Labor:			
<input type="checkbox"/>	Apprenticeship:			
<input type="checkbox"/>	State Employment Services:			
<input type="checkbox"/>	Disability-Based Employment/Training:			
<input type="checkbox"/>	Adult Education and Literacy:			
<input type="checkbox"/>	Post-Secondary Higher Education:			
<input type="checkbox"/>	K-12 Education:			
<input type="checkbox"/>	DSHS-Economic Services Administration:			
<input type="checkbox"/>	Community Based Organization:			
<input type="checkbox"/>	Tribal Entity:			

Questions

- 1. What do you think are the key Pacific Mountain regional workforce issues facing employers and job seekers?**

Rural counties are not enjoying the prosperity of urban areas. Folks are hurting in the hinterlands in spite of the rosy Puget Sound stats.

- 2. What interests you about the Pacific Mountain Workforce Development Council? Which aspects of workforce development interest you the most?**

I am interested in providing as much support as possible to rural counties.

- 3. What skills, connections, resources, and expertise do you have to offer and are willing to use on behalf of the Pacific Mountain Workforce Development Council and its employer and job seeker customers?**

I am a former county commissioner who was very involved with Pac Mountain. I am a current school board chair, local Kiwanis president, and president of the county historical society which operates a museum and bookstore.

Nominee Signature



Signature

May 24, 2017

Date

Thank you!

For your interest in serving on the Pacific
Mountain Workforce Development Council

RESULTS INCORPORATED

Established 1985

P.O. Box 12333

Olympia, WA 98508-2233

Phone: (360) 866-7780

resultsinc@comcast.net

www.resultsincorporated-wa.com

April 5, 2017

Thurston County Board of Commissioners
Thurston County Courthouse
2000 Lakeridge Drive SW
Olympia, WA 98502

Re: Resignation from PacMtn Workforce Development Council Board of Directors

Dear Commissioners:

It has been my distinct honor and privilege to serve together with David Schaffert and Michael Cade as your appointee to the Board of the PacMtn Workforce Development Council. At the recent PacMtn briefing in your chamber, it was reported that I left my previous contract CEO position at Physicians of Southwest Washington last year. As per the enabling legislation, I am no longer eligible to serve.

Thank you for the distinct honor of representing Thurston County, and please accept this resignation as your appointee to the PacMtn Board. I am very pleased that you have such a fine candidate to replace me in Winfried Danke.

With best wishes,



Mariella Cummings
President

CC: Cheryl Fambles
David Schaffert
Michael Cade



April 5, 2017

Thurston County Board of Commissioners
Thurston County Courthouse
2000 Lakeridge Dr. SW
Olympia, WA
98502

RE: Endorsement of Winfried Danke – PacMtn Workforce Development Council Board of Directors

Dear Commissioners,

We have been appointed to serve on the Pacific Mountain Workforce Development Council. With the retirement and departure of Mariella Cummings from the Board we want to offer our endorsement of Winfried Danke, Chief Executive Officer of CHOICE Regional Health Network. The organization he leads, together with the Cascade Pacific Action Alliance (CPAA), represents a set of initiatives which aim to transform health care in Washington State. The work they are doing and the emphasis PacMtn has in workforce development for health care make him a terrific addition to the Board of PacMtn and to the work we want to accomplish.

Winfried Danke has broad executive leadership experience in both global health and domestic community and economic development. Mr. Danke has traveled and worked extensively overseas. He holds a Master's degree International Relations and Political Science and Economics. Over the years, he has served on a number of nonprofit boards in various roles and he is enthusiastic about the possibility of this appointment. His recognition of the importance of partnerships and collective impact, underscore the Board's current direction. We believe Winfried will be a strong participant and significant contributor to the PacMtn Board.

We hope this endorsement is helpful to you and enables your prompt action on the filling of Mariella's seat. Please contact us with any questions concerning this recommendation.

Sincerely,

A handwritten signature in black ink that reads 'Mariella Cummings'.

Mariella Cummings
President
Results, Inc.

A handwritten signature in blue ink that reads 'David Schaffert'.

David Schaffert
President/CEO
Thurston County Chamber

A handwritten signature in black ink that reads 'Michael Cade'.

Michael Cade
Executive Director
Thurston County EDC

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Board Member Application



Contact information

First Name:	Winfried	Last Name:	Danke
Address:	1217 Fourth Ave. E, Ste. 200		
City:	Olympia	County:	Thurston
Zip:	98506		
Email:	dankew@crhn.org	Phone:	425-274-5074
Employer:	CHOICE Regional Health Network	Position Title:	Executive Director

Representation

<input checked="" type="checkbox"/>	Business/Private Industry:	CHOICE Regional Health Network		
<input type="checkbox"/>	County:	5 counties	Sector:	Healthcare
			Number of Employees:	11
<input type="checkbox"/>	Organized Labor:			
<input type="checkbox"/>	Apprenticeship:			
<input type="checkbox"/>	State Employment Services:			
<input type="checkbox"/>	Disability-Based Employment/Training:			
<input type="checkbox"/>	Adult Education and Literacy:			
<input type="checkbox"/>	Post-Secondary Higher Education:			
<input type="checkbox"/>	K-12 Education:			
<input type="checkbox"/>	DSHS-Economic Services Administration:			
<input type="checkbox"/>	Community Based Organization:			
<input type="checkbox"/>	Tribal Entity:			

Questions

1. What do you think are the key Pacific Mountain regional workforce issues facing employers and job seekers?

Our region is faced with many workforce challenges. Chief among these issues is a changing economic structure. Our region is still adjusting to the transition from a primarily natural resource-based economy to a more diversified economy. This new economy combines a mix of industries with a broad range of varying business sizes providing opportunities for both established business growth and entrepreneurs.

Creativity and innovation are keys to success in this new economy as are specific job skills, often at the higher end of the skills spectrum. A vital function of the Council therefore is to identify the rapidly changing job skills needed by our employers and, in partnership with educational institutions and employers, to provide workforce training programs that quickly and effectively respond to the changing market needs.

Specific to the healthcare industry, there are workforce shortages in key healthcare areas, especially related to the provision of behavioral health services, an area that is poised for significant employment growth. Similarly, demographic trends suggest that there will be significant workforce demands and employment opportunities around caring for an aging population. Given that ours is a largely rural region, the healthcare industry struggles with attracting and retaining health personnel. Access to healthcare services will likely be further compromised as a result of the expected retirement of large numbers of clinical providers, especially physicians in independent practice.

These are examples of key regional workforce issues that need to be addressed by the Council.

2. What interests you about the Pacific Mountain Workforce Development Council? Which aspects of workforce development interest you the most?

I am intrigued by the Council's emphasis on building community prosperity within a five-county region. CHOICE Regional Health Network, the organization that I lead, works across the same five-county region as the Council, bringing together public and private healthcare leaders to plan and act for improved community health. I see the mission of CHOICE as being very complementary to the goals of the Council. Over the last few years, CHOICE has begun to conceptualize community health improvements as being closely linked to Social Determinants of Health. Good health is the result of more than good medical care, although access to quality healthcare is undoubtedly important to our residents and businesses. For instance, a key driver of health outcomes is the ability to earn a living for oneself and one's family, which is closely linked to educational success. Poverty is a major barrier to good health. I hope that through my participation in the Council I can help to develop and implement a regional economic vision that addresses long-term sustained unemployment and poverty in our region and creates new economic models that recognize important system linkages, for instance with education, and promote both well-paying family wage jobs and opportunities for meaningful self-employment.

I am also very interested in developing regional sector partnerships with target industry clusters. I believe that strategic partnerships are essential to successful regional economic and workforce

development. Given my professional role, I am particularly interested in - and able to foster - health industry partnerships as well as partnerships with social support services.

3. What skills, connections, resources, and expertise do you have to offer and are willing to use on behalf of the Pacific Mountain Workforce Development Council and its employer and job seeker customers?

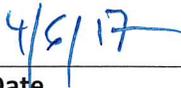
One of the skills I can bring to the Council is my ability to think strategically within a regional context. I am used to adopting a system's view and looking for connections between systems and innovative problem solutions to solve complex problems. I believe these skills will be an asset to the Council.

CHOICE brings together executive leaders from healthcare organizations within five counties (Grays Harbor, Lewis, Mason, Pacific and Thurston). Many CHOICE members are key employers in their communities. I would be happy to leverage my access to decision makers in the healthcare industry (hospitals and clinics, community health centers, community-based providers, and public health) within the five-county region to advance the work of the Council.

Additionally, in my current leadership role, I have had the opportunity to develop regional networks and partnerships not only within the healthcare field, but also across community sectors. Again, I would anticipate leveraging these regional connections in support of the Council.

Finally, over the last few years, I have developed excellent working relationships with state agencies. These relationships could be helpful in the acquisition of resources for the Council's work.

Nominee Signature

 
Signature Date

Thank you!

For your interest in serving on the Pacific Mountain Workforce Development Council



MEMORANDUM

To: PacMtn Consortium

From: Corinne Daffern, Associate Director of Workforce Services

Date: July 13, 2017

Subject: One Stop Memorandum of Understanding – Public Comment Summary Report

Purpose of WorkSource One Stop Memorandum of Understanding (MOU)

The MOU defines the roles and responsibilities of each partner, as mutually agreed by the parties, for the operation of the one-stop delivery system as required under the Workforce Innovation and Opportunity Act (WIOA). In Washington the one-stop system is called WorkSource-Partners in the American Job Center Network (AJC). WIOA requires that each Local Workforce Development Council, with the agreement of the Area's Chief Elected Official, develop and enter into a memorandum of understanding between the local board and the one-stop partners, with all the entities that serve as partners in the one-stop service delivery system that operates in each LWDB's local area.

The PacMtn MOU must, at a minimum, describes:

- Services to be provided,
- Agreement on how the cost of services and the operating costs of the system will be funded,
- Methods of referring individuals between the One-Stop operators and partners for appropriate services and activities,
- Strategies to meet the needs of individuals with barriers to employment,
- MOU duration and amendment procedures,
- Assurances that the MOU will be reviewed, and if substantial changes have occurred, renewed, at least once every 3-year period.
- Any other provisions, consistent with WIOA, that signers to the agreement determine to be appropriate.

Dates of public comment period for PacMtn Memorandum of Understanding:

Since December 2014 PacMtn has been in on-going discussions with the community, current partners and future partners to help define the service delivery system and how best to serve the needs of the region. In preparation of the MOU two partner meetings were held prior to the development of the MOU to gather input, and partners had the opportunity to comment on the first draft prior to development of the final draft being released for public comment. Public Comment of the document was not required by state or federal policy, but PacMtn felt it an



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important action to take. A draft Memorandum of Understanding was released for public comment on May 4, 2017, and was available for comment until June 4, 2017.

Methods used to notify stakeholders and general public of comment period:

- Email notification to partners and stakeholders, including all Core and Required Partners called out in WIOA: WIOA Title I providers, Business Services, Adult Basic Ed and Literacy, Title III (Wegner Peysers, Veterans, Trade Act, UI) Title IV Vocational Rehabilitation Act, Title V (SCSEP), Youthbuild, Native American Programs, Community Services Block Grant Employment and Training, HUD Employment and Training, Job Corp, Bureau of Labor and Industries
- Posting on PacMtn website
- Notification to all PacMtn committees and taskforces

Volume of response received:

Prior to release of public comment, there were general comments provided by the Adult Basic Ed and Literacy Task Force; specifically from Grays Harbor College and also from South Puget Sound Community College. Summary of General Comments and action taken from Adult Basic Education and Literacy Taskforce:

- We received comments on the word revision/re-envision, which was changed to the word *rethink*.
- Comments focused on the level of representation of the mandated partners (WIOA Titles I-IV, TANF) and colocation of the Title III Service provider--What is the expected level of representation at the comprehensive sites? PacMtn clarified that this needed to be worked out during the site application and certification process. The state did not define "representation" in its policy on one stop certification, allowing PacMtn to define what is most appropriate based on the needs of customers and the ability of partners to provide on-site access.
- Comments on cross training system staff—How would the cross training occur and who would facilitate it? It was clarified that cross-training would be developed with partners and the one-stop operator to assure it meets their needs. Once the operator is identified, discussions about training can begin.
- Make the comments around the referral processes more concrete and less vague. During the time that the draft MOU was out for feedback, additional federal guidance was published, resulting in the addition of language related to the referral process.
- Comments regarding processes for Co-enrollment and not including Title II participants. It was clarified that Title II participants could and should be co-enrolled, but that formal agreements regarding the co-enrollment process had not yet been developed.
- Comments on adding FERPA language to the Data Sharing and Confidentiality section. Additional language relating to confidentiality was added to the draft.

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- Attachment A (partner site and locations) had wrong sites listed for Worker Retraining through Grays Harbor College. This has been fixed.

A few additional comments were received during the comment period including:

- On page 7, 2nd line under item #11 (Duration and Modification), the date (year) is incorrect. This will be fixed.
- There is no signature line for the Department of Social and Health Services, there is a signature line for DVR, but not for DSHS. A signature line has been added
- Clarification on reconciliation bi-annually (Twice a year? Every two years?). Recommendation for more than twice a year—If IFA partner leaves the IFA who picks up the costs if its reconciled only twice per year? The state is currently recommending quarterly reconciliation. Staff are considering whether it makes more sense to reconcile quarterly.

Outcome

The MOU went out for signature on June 23, 2016, to be signed by partners, Board Chair and Chief Local Elected Official. Commissioner Jeffreys signed as the Chief Local Elected Official. After all signatures are received, the MOU will be submitted to the State Workforce Board who will forward to the Governor for final approval. Any additional changes that emerge from the WorkSource-AJC site certification process can be made in December. The Infrastructure Funding Agreement will also be added to the MOU at that time. PacMtn will work with the partners to develop the IFA once all sites have been certified. Once complete the Infrastructure Funding agreement becomes part of the MOU and will address:

- WorkSource One-Stop Infrastructure costs—costs necessary for the general operation of the One-Stop Center and its Affiliates.
 - Facility costs such as rent
 - Costs of utilities and maintenance
 - Equipment (including assistive technology for individuals with disabilities)
 - Technology to facilitate access to the One-Stop Center. Including technology used for outreach activities.

The IFA is due by December 3, 2017. However, we will need to notify the Governor's Office of any significant problems and stalled local negotiations by November 1, 2017. PacMtn staff are working to avoid that situation.

Action:

Information only. No action is requested of the Consortium. Staff are available to answer questions.

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**Pacific Mountain Workforce Development Council
Memorandum of Understanding
July 1, 2017 to December 31, 2017**

1. PURPOSE OF THIS MEMORANDUM OF UNDERSTANDING

The purpose of this Memorandum of Understanding (MOU) is to establish a cooperative, mutually beneficial partnership among the Pacific Mountain Workforce Development Council (WDC), the Chief Local Elected Officials (CLEOs), the federally required workforce programs (WorkSource Partners), the one-stop operator, and the additional local partners that comprise the WorkSource System in Grays Harbor, Pacific, Lewis, Mason and Thurston counties. The WorkSource System functions as the American Job Center Network in the region. This MOU sets forth the responsibilities of the partners related to the planning and implementation of workforce services to job seekers and businesses pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA) and the 2016-2020 [Regional Strategic Workforce Plan](#) (Workforce Plan) developed by the WDC with support from the WorkSource Partners and CLEOs.

This MOU is developed in the spirit of collaboration. The signatories to this MOU embrace joint planning, programming and responsibility to each other and for the success of the system as keys to a successful and productive partnership. They agree to work with the WDC, the CLEOs and the one-stop operator to continually improve service delivery.

The implementation of WIOA and the American Job Center Network (AJC) have created the opportunity for the Pacific Mountain Workforce Region to rethink how and where it provides WorkSource services to job seekers and businesses. This MOU assures compliance with the mandates of the law, while the partners work together, under the guidance of the WDC Board of Directors and CLEOs, to redesign infrastructure and service delivery strategies in support of a more accessible, customer centered system.

2. STRATEGIC VISION

The signatories to this MOU will work together and use their resources to realize the vision, mission, and principles described in Regional Strategic Workforce Plan.

Mission

A comprehensive and inclusive WorkSource System that consistently and effectively meets the needs of businesses and job seekers.

Vision

To connect businesses and job seekers with the necessary resources and tools for successful employment, life-long learning, and business development to ensure a strong and vital economy.

Principles

- *Integrated* – Think and act as an integrated system of partners that share common goals with services delivered by various organizations with the best capabilities for a seamless customer experience.
- *Accountable* – Committed to high quality customer services with regular program performance review based on shared data and actions that enhance outcomes.

- *Universal Access* – Meet the needs of customers by ensuring universal access to programs, services, and activities for all eligible individuals.
- *Continuous Improvement* – Create a delivery system that utilizes feedback from employers and job seekers to challenge the status quo and innovates to drive measurable improvements.
- *Partnership* – Align goals, resources, and initiatives with economic development, business, labor and education partners.
- *Regional Strategy* - Work with counterparts to address broader workforce needs of the regional economy and leverage resources to provide a higher quality and level of services.

3. REGIONAL SERVICE DELIVERY GOALS

The parties to this MOU will work together to achieve the following service delivery goals of the Regional Strategic Workforce Plan.

Goal 1: Develop regional sector partnerships with target industry clusters. Strong emphasis on all manufacturing, including Wood Products, IT-Tech, Life Sciences and Tourism-Recreation.

Objectives

- Engage partners and stakeholders to analyze and better understand actual employer needs and projected openings within targeted clusters.
- Develop a 2016-2020 Work Plan based on identified employer needs and priorities, with an emphasis on opportunities to place job-seekers in high-wage jobs and/or high-wage career path opportunities.
- Support career pathways that break down barriers and provide opportunities for job seekers to succeed in their chosen in-demand fields, while also meeting basic job skills as well as key reading, math, science, technology, and engineering workplace standards.
- Provide support for pre-apprenticeship and apprenticeship pathways.
- Periodically evaluate and update target clusters and supplement or amend to ensure success in all communities served (e.g. potential additions include Government, Energy, Education, Self-Employment/Entrepreneurship and other sectors over time).

Goal 2: Develop the "PacMtn and WorkSource Brands" focused on mission, services and results seen as adding value to the community and opening doors to new funding sources and partnerships.

Objectives:

- Develop a 2016-2020 Regional Communications Plan.
- Develop and distribute an annual collective impact report, annual report and quarterly report to partners, stakeholders and employers.
- Provide real-time labor market information to partners, stakeholders and employers, including quarterly supplements on cost-of-living assessments, education and training opportunities, workforce housing affordability and other topics of interest.

Goal 3: Develop strategic partnerships and collaborations that expand the PacMtn mission and facilitate Board Member leadership in regional economic success.

Objectives

- Strengthen engagement with businesses by establishing sector ambassadors and communicating the value proposition for the work that we do via hosted employer workshops on shared issues and goals.
- Strengthen engagement with service partners to braid, weave and leverage efforts, stimulate information-sharing and enhance cross-training that improves customer outcomes and provides a continuum of care and wrap around services.
- Collaborate with stakeholders and partners to provide specific training, education, skill panel and technical assistance opportunities.
- Enlist the support of business associations to build relationships with area employers and facilitate shared information sessions and business development strategies.

4. WORKSOURCE PARTNERS

The parties to this MOU include the entities responsible for the delivery of programs specified in WIOA which are represented in the Pacific Mountain Workforce Region. **Attachment A** provides a list of required one stop partners and the entities that provide the services funded by these partners.

5. WORKSOURCE SERVICES

In 2015, the Pacific Mountain Workforce Region adopted an integrated service delivery model, which they jointly defined as: the delivery of one-stop workforce services in a manner that aligns all the resources of participating partners to seamlessly address the training and employment needs of system customers. Integrated service delivery is intended to reduce duplication and administrative burdens in order to provide a better match between job seekers and employers by better screening, assessment, skill development, and skill certification opportunities related to the need of employers and economies.

The parties to this MOU will continue to work toward achieving a fully integrated approach to service delivery.

The WorkSource partners, based on the specific needs of the communities within the region, agree to make the career, supportive, follow up and training services required by WIOA available to job seekers and businesses throughout the region's AJC Network. The region is large, diverse, and changing. Communities are isolated from one another by winding roads and limited transportation options. Urban centers close to the I-5 corridor are growing and the economy of the entire region is transforming. As a result, the region has taken a decentralized approach to the delivery of services, attempting to assure access in every possible community with services customized to community needs. The sites of the AJC Network in the region are described in Attachment A. In a number of cases, the required partners are not co-located, but are in the same building or complex making referral a primary means to assure access to services. The system consists of:

Comprehensive Centers, which, at a minimum,

- Are accessible to the general public during regular business days, as well as physically and programmatically accessible to individuals with disabilities.
- Provide a portal site for electronic access.
- Provide onsite access to job seeker basic and individualized career services,

- support services, training services and follow up services.
- Provide on-site access to business services.
- Have representation of five core mandated partners (WIOA Titles I-IV, TANF) and colocation of the Title III service provider.
- Provide additional related employment, training, and education resources and access to the services of all the required Workforce partner programs.

Affiliated Sites, which, at a minimum,

- Are accessible to the general public and physically and programmatically accessible to individuals with disabilities.
- Provide a portal site for electronic access.
- Provide basic career services.
- Have representation of one or more mandated partners.
- Provide additional related employment and training resources.
- Have an established working relationship as part of an integrated system of WorkSource sites.

Connections Sites, which, at a minimum,

- Accessible to the general public or targeted population that includes physical and programmatic access to individuals with disabilities.
- Provide a portal site for electronic access.
- Provide basic career services.
- Provide additional related employment and training resources.
- Have an established working relationship as part of an integrated system of WorkSource sites.

WorkSource Partners agree to adhere to all statutes, regulations, policies, and plans regarding priority of service for job seekers, including, but not limited to, priority of service for veterans and their eligible spouses for the WIOA Title I Adult program, as required by 38 U.S.C. sec. 4215 and its implementing regulations and guidance, and WIOA sec. 134(c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that are a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

6. REFERRAL PROCESS FOR WORKSOURCE CENTER CUSTOMERS

The one-stop operator is responsible for assuring that effective, customer-friendly referrals occur in the WorkSource system. Referrals will be made in one of the three ways required by WIOA: on-site when staff funded by various required partners programs are available to provide direct referrals and services, via cross training, facilitated by the operator, where staff have been sufficiently trained on the services of some or all WorkSource partners to make an appropriate referral, or by quick direct connection via phone or video conferencing to help a job seeker access services not available on site. At several WorkSource sites, direct connection referral is facilitated by the fact that although required partners are not co-located, their services are available on-site, often right next door. While the current referral arrangements have worked well, as the region continues to rethink its service delivery, potential changes in service locations and partners are likely to require the development of new, more quantifiable and effective referral agreements.

7. INCREASED AND MAXIMIZED ACCESS

The WorkSource Partners agree that meeting WIOA's mandate for increased access to the Region's workforce services, particularly for individuals with barriers to employment, must be a priority. This necessarily includes, at minimum, outreach to the following groups of individuals with barriers to employment:

- Displaced homemakers.
- Low-income individuals.
- Native Americans, including Indians, Alaska Natives and Native Hawaiians as those terms are defined in WIOA section 3.
- Older individuals, age 55 and older.
- Individuals with disabilities, including youth who are individuals with disabilities, and Individuals with vision loss.
- Returning citizens (ex-offenders).
- Homeless individuals.
- Youth who are in or have aged out of the foster care system.
- English language learners, a group that is often referred to as Limited English Proficiency (LEP), individuals who have low levels of literacy, and individuals facing substantial cultural barriers.
- Eligible migrant and seasonal farmworkers.
- Single parents, including single pregnant women.
- Long-term unemployed individuals.
- Individuals within two years of exhausting lifetime eligibility under Part A of title IV of the Social Security Act.

In addition to meeting federal requirements for physical accessibility at all WorkSource Sites, co-locating services where possible, and using appropriate referrals, the WDC and WorkSource Partners have implemented the following strategies to increase access for those with barriers to employment:

- *Identify and Expand Connection Sites* as a way to provide greater access to services at sites that the region's residents already frequent – libraries, community centers, etc.
- *Assign the responsibilities of the state required Accessibility Subcommittee to the Youth and Specialized Populations Committee* to gather input from a broad spectrum of populations with barriers to employment and identify physical and programmatic barriers, recommend expansions of services to improve access for all jobseekers from all backgrounds, ensure more job seekers can connect to services and become employed, and evaluate accessibility issues in the regional WorkSource System.
- *Increase Use of Technology to remove barriers for job seekers* and allow for seamless, universal, and remote access to education, training, and other workforce development services. While technology cannot fix all barrier access problems, in many cases it will help staff to improve accessibility. The WorkSource Centers and Affiliated Sites currently have wireless internet available to customers in order to improve access to technology, including adaptive technology used by job seekers on their own devices. The region anticipates continued growth in this area.
- *Co-enroll job seekers as part of an integrated service delivery strategy* that leverages more resources to help job seekers reach their career goals, and helps WorkSource

Partners work together in functional teams to make the best use of the skills of staff providing services at WorkSource sites. At a minimum, the WorkSource Partners will use the strategy, as appropriate, to:

- Co-enroll eligible WIOA Title III participants into WIOA Title I Adult and Dislocated Worker funding streams.
- Co-enroll eligible WIOA Title I Youth participants into the WIOA Title I Adult funding stream.
- Co-enroll qualified TAA and NAFTA-TAA certified workers into the WIOA Title I Dislocated Worker fund stream.
- Co-enroll qualified WorkFirst participants into the WIOA Title I Adult funding stream.
- Co-enroll Worker Retraining participants into the WIOA Title I Dislocated Worker funding stream.
- Co-enroll WIOA Title II participants into the WIOA Title I Adult funding stream
- Find additional opportunities to co-enroll job seekers into programs and services.

8. COMPLAINTS

All WorkSource Partners agree to accept, respond to and address customer concerns and complaints in accordance with applicable state and local area program and or complaint policies. All PacMtn policies are located on the PacMtn website at www.pacmtn.org.

9. OPERATING BUDGET AND INFRASTRUCTURE FUNDING AGREEMENT to be completed by 12/31/17 (Attachment B – TBD)

The WorkSource System operating budget consists of the following:

- Non-personnel infrastructure costs necessary for the general operation of the One-Stop center, including but not limited to:
 - Applicable facility costs (such as rent)
 - Costs of utilities and maintenance
 - Equipment (including physical modifications to the center for access, assessment-related products, and assistive technology for individuals with disabilities)
 - Technology to facilitate access to the One-Stop center, including technology used for the center's planning and outreach activities
 - Common identifier costs as costs of One-Stop Infrastructure. One example of a common identifier is the cost of signage for "American Job Centers (AJC)," or One-Stop centers as per (WIOA sec. 121(h)(4) and 20 CFR 678.700).
- Additional Costs:
 - Applicable Career Services to include the costs of the provision of career services in section 134(c)(2), as applicable to each program
 - Other Costs to be determined via negotiations with the WorkSource partners.

The Infrastructure Funding Agreement (IFA) will distribute the costs in the budget among WorkSource partners based on proportionate use of and relative benefits received by the partner through their participation in WorkSource, partner program's Federal authorizing statute, and Federal Cost Principles requiring that costs are reasonable, necessary, and allocable. The IFA will describe the process that was used to come to agreement on the budget and cost sharing agreement, and the timeline and process for periodic reconciliation of costs and renewal.

10. DATA SHARING AND CONFIDENTIALITY

WorkSource Partners agree that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once. WorkSource Partners further agree that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partners acknowledge that the execution of this MOU, by itself, does not function to satisfy all of these requirements.

The partners will work together, based on customer informed consent, to continually find ways to improve the collection and sharing of data within requirements to maintain confidentiality.

All WorkSource Partners will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

WorkSource Partners agree to abide by all applicable Federal, State, and local laws and regulations regarding confidential information, including PII from educational records. Partners will respect and abide by the confidentiality policies and legal requirements of all of the other partners. Partners will ensure that the collection and use of any information, systems, or records that contain PII and other personal or confidential information will be limited to purposes that support the programs and activities described in this MOU and will comply with applicable law. Partners will ensure that access to software systems and files under their control that contain PII or other personal or confidential information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities described herein and will comply with applicable law. Each Party expressly agrees to take measures to ensure that no PII or other personal or confidential information is accessible by unauthorized individuals. The appropriate data sharing agreements will be created and required confidentiality and ethical certifications will be signed by authorized individuals.

11. DURATION AND MODIFICATION

This MOU shall take effect upon July 1, 2017 or the date when all signatures are obtained, whichever is sooner, and shall remain in effect through December 31, 2017. The system operating budget and IFA commences on January 1, 2018 or the day it is signed by all signatories, whichever is sooner. WorkSource Partners will be convened quarterly to reconcile actual costs against those projected in the IFA. When reconciliation requires a WorkSource partner to pay other partners, payment will be made at least annually, within the first quarter of the new program year.

Generally, amendment or modification of the MOU only requires the parties to review and agree to the elements of the MOU that changed. Non-substantive changes to the MOU, such as minor revisions to the budget or adjustments made due to the annual reconciliation of the budget, do not require renewal of the MOU. Changes to the

attachments to the MOU that do not change the intent of the document will be considered minor revisions. Additionally, Connection Sites may be added to the MOU without the need to resign the entire document.

Substantial changes, such as the removal or addition of a required partner organization or a change due to the election of a new Chief Elected Official, will require renewal of the MOU (20 CFR 678.500(b)(6), (d), and (e); 34 CFR 361.500(b)(6), (d), and (e); and 34 CFR 463.500(b)(6), (d), and (e)). Renewal of the MOU requires all parties to review and agree to all elements of the MOU and re-sign the MOU.

Should any part of this MOU be found null and void or be otherwise stricken, the rest of the MOU will remain in effect, unless the part that is null and void or stricken constitutes a substantial change.

12. DISPUTES

The parties agree to engage in good faith negotiations in an effort to reach an agreement on the terms of the MOU, system operating budget and IFA.

Whenever possible, disputes will be resolve informally. If informal resolution is not possible, the next step will be to follow the local dispute policy. All local actions to resolve disputes will be documented. Should informal resolution efforts fail, the dispute will be referred in writing to the Chair of the WDC. The dispute will be on the agenda of a regular or special meeting of the WDC Executive Committee. The Executive Committee will mediate and attempt to resolve the dispute within 45 days of notification of dispute. If unable to resolve the dispute at this level, the dispute will be referred to the Thurston County Dispute Resolution Center for binding arbitration. Costs of arbitration will be shared equally among Partners involved in the dispute.

The parties anticipate being able to resolve any disputes locally. However, should the local process fail to resolve the dispute the Partners will refer the dispute to the state as per WorkSource System Policy 5410 Rev1: Dispute Resolution and Appeals.

13. GENERAL PROVISIONS

It is understood by the Partners that each should be able to fulfill its responsibilities under the MOU in accordance with the provisions of law and regulations that govern their activities. Nothing in this MOU shall supersede, negate or otherwise render ineffective any such provisions or operating procedures. All parties to the MOU agree to adhere to applicable federal and state laws for delivery of services. No part of this agreement shall take precedence over or supersede federal laws, state laws, or collective bargaining agreements.

In addition to the roles and responsibilities outlined above, parties to the MOU agree to

- Provide representatives to support the work of the Youth and Specialized Populations Committee.
- Continually enhance the use of the technology to expand access to services.
- Coordinate and cooperate with the one-stop operator as appropriate.

- Align with the goals and strategies outlined in the region's Workforce Plan.
- Invest to make effective services available to any job seeker or business in the region who could benefit from these services.

14. NON-DISCRIMINATION CLAUSE

Each of the agencies party to this MOU shall comply with all applicable local, state, and federal nondiscrimination regulations, rules, and ordinances.

15. INDEMNIFICATION

Each party to this MOU shall be responsible for injury to persons or damages to property resulting from negligence on the part of itself, its employees, or its officers. No party hereto assumes any responsibility to any other party to this MOU or to any third party for the consequences for any act or omission of any other party to this agreement.

16. AUTHORITY AND SIGNATURE

The individuals signed below have the authority to commit the Partner they represent to the terms of this MOU and do commit by signing. The undersigned Partners bind themselves to the faithful performance of this MOU.

17. SIGNATURES

This MOU and any modification may be signed in counterparts, meaning each signatory can sign a separate document as long as WDC Chair (or designee) acquires signatures of each party and provides a complete copy of the modification with each party's signature to all the other Parties.

FOR THE CHIEF ELECTED OFFICIAL

<small>DocuSigned by:</small> <i>Terri Jeffreys, Mason County Commissioner</i>	6/28/2017
Chief Elected Official, County Commissioner	Date

FOR THE PACIFIC MOUNTAIN WORK FORCE DEVELOPMENT COUNCIL AND TANF COMMUNITY JOBS

<small>DocuSigned by:</small> <i>Duane Evans, PacMtn Board Chair</i>	6/23/2017
Duane Evans, Chair, Pacific Mountain Workforce Development Council	Date

<small>DocuSigned by:</small> <i>Cheryl Fambles, PacMtn CEO</i>	6/28/2017
Cheryl Fambles, Director, Pacific Mountain Workforce Development Council	Date

FOR WIOA TITLE I ADULT AND DISLOCATED WORKER, YOUTH PROGRAMS

<small>DocuSigned by:</small> <i>George Iranon, CEO Career Path Services</i>	6/23/2017
George Iranon, CEO, Career Path Services	Date

<small>DocuSigned by:</small> <i>David Schaffert, President, Thurston County Chamber</i>	7/13/2017
David Schaffert, President, Thurston County Chamber of Commerce	Date

<small>DocuSigned by:</small> <i>Michael Vu, Regional Director, ResCare Workforce Services</i>	Date
Michael Vu, Regional Director, ResCare Workforce Services	Date

FOR TITLE II ADULT EDUCATION AND LITERACY

<small>DocuSigned by:</small> <i>Susan Ickes, Executive Director, Sound Learning</i>	6/23/2017
Susan Ickes, Executive Director, Sound Learning	Date

FOR TITLE II ADULT EDUCATION AND LITERACY and CARL PERKINS

<small>DocuSigned by:</small> <i>Jim Minkler, President, Grays Harbor College</i>	7/8/2017
Jim Minkler, President, Grays Harbor College	Date

<small>DocuSigned by:</small> <i>Robert Mohrbacher, President, Centralia College</i>	7/5/2017
Robert Mohrbacher, President, Centralia College	Date

<small>DocuSigned by:</small> <i>David Mitchell, President, Olympic College</i>	6/29/2017
David Mitchell, President, Olympic College	Date

DocuSigned by: *Timothy Stokes, President, South Puget Sound Community College* 6/26/2017
B812191B94DA4D0...
 Timothy Stokes, President, South Puget Sound Community College Date

FOR TITLE III WAGNER PEYSER, VETERANS, TRADE ACT, UNEMPLOYMENT INSURANCE, AND TANF WORKFIRST

DocuSigned by: *Anne Goranson, Regional Director, Employment Security Department* 6/27/2017
C918F4B64559400...
 Anne Goranson, Regional Director, Employment Security Department Date

FOR TITLE IV VOCATIONAL REHABILITATION ACT

DocuSigned by: *Paul Vertrees, Area 3 Manager, DVR* 6/27/2017
DE7D862132024A1...
 Paul Vertrees, Area 3 Manager, Division of Vocational Rehabilitation Date

DocuSigned by: *Michael MacKillop, Deputy Director, DSB* 6/27/2017
99C345B8C57F484...
 Michael MacKillop, Deputy Director, Department of Services for the Blind Date

FOR TITLE V SENIOR COMMUNITY SERVICES EMPLOYMENT PROGRAM

DocuSigned by: *Dan Fey, Director Workforce Development, GORR* 7/14/2017
CA7EE2EDD7E44D2...
 Dan Fey, Director of Workforce Development, Goodwill of the Olympics and Rainier Region Date

DocuSigned by: *Roy Walker* 6/30/2017
5303600BB656415...
 Roy Walker, Executive Director, Olympic Area Agency on Aging Date

FOR YOUTH BUILD

DocuSigned by: *Scott Hanauer, CEO, Community Youth Services* 7/3/2017
47EC97A7F306484...
 Scott Hanauer, CEO, Community Youth Services Date

FOR JOB CORP

DocuSigned by: *Rich Nannini, Project Director, Dynamic Educational System* 7/10/2017
8923FB70DE3D4CD...
 Rich Nannini, Project Director, Dynamic Educational System, Date

FOR HUD EMPLOYMENT AND TRAINING

Chris Lowell, Executive Director, Housing Authority of Thurston County Date

FOR COMMUNITY SERVICES BLOCK GRANT EMPLOYMENT AND TRAINING

Craig Dublanko, Executive Director, Coastal Community Action Partnership Date

John Walsh, Executive Director, Community Action Council of Lewis, Mason and Thurston Counties Date

FOR BUREAU OF LABOR AND INDUSTRIES

Steven Moore, Regional Manager, Dept. of Labor and Industries Date

FOR DEPARTMENT OF SOCIAL AND HEALTH SERVICES, Community Services Division

Jason Reed, Administrator, DSHS CSO Date

* indicates that these partners are at the same sites as the center or affiliate, but are not co-located.

Partners and Sites	WS Grays Harbor	WS Lewis	WS Mason	WS Affiliate Pacific & Raymond	WS Affiliate Long Beach	WS Thurston	Basic Career Services	Individualized Career	Follow-up services	Business Services	Other services	Other location (please specify)
Required Partners												
Title I Adult & DW: Career Path	X	X	X	part-time	part-time	X	X	X	X			
Title I Business Services: Thurston Chamber of Commerce	X	X	X	part-time	part-time	X				X		Olympia
Title I Youth: ResCare	X	X	X	as needed	as needed	X	X	X	X		X	
Title II AEFL												
• Grays Harbor College				X*			?	?			X	Aberdeen, Raymond, Ilwaco
• Centralia College							?	?			X	Centralia, Morton, Shelton
• Olympic College			GED classes				?	?			X	Shelton
• South Puget Sound CC							?	?			X	Lacey, Olympia
• Sound Learning			2x/wk				?	?			X	Shelton
Title III Employment Service: Employment Security	X	X	X	part-time	part-time	X	X			X		
Title IV Rehabilitation Act: Division of Vocational Rehabilitation	X*		X*		X*	X	X	?			X	Centralia, Chehalis, South Bend
Title IV Rehabilitation Act: Department of Services for the Blind							X	?			X	Lacey Field Office
Veterans Program: Employment Security	X	part-time	part-time			X	X	X	X	?	X	
Trade Act: Employment Security	X	part-time	X			X	?	X		?	X	
Unemployment Insurance: Employment Security	RESEA	RESEA	RESEA	part-time	part-time	RESEA	X	?	?		X	
Title V SCSEP												
• Goodwill							X	X	?		X	Aberdeen, Lacey, Centralia
• Olympic Council on Aging												Aberdeen, Raymond, Long Beach

Partners and Sites	WS Grays Harbor	WS Lewis	WS Mason	WS Affiliate Pacific & Raymond	WS Affiliate Long Beach	WS Thurston	Basic Career Services	Individualized Career	Follow-up services	Business Services	Other services	Other location (please specify)
TANF WorkFirst: Employment Security	X	X	X	part-time	part-time	X	??	X	X		?	X
MSFW - N/A												
TANF Community Jobs: PacMtn Workforce Development Council		X	X			x		X	?	X	?	
TANF Cash Benefits: Community Services Office	X*	X*	X*		X*	As needed					X	Olympia, South Bend
Carl Perkins												
<ul style="list-style-type: none"> Centralia College 											X	Centralia, Morton, Shelton
<ul style="list-style-type: none"> Grays Harbor College 				X*							X	Aberdeen, Raymond, Ilwaco
<ul style="list-style-type: none"> Olympic College 											X	Shelton
<ul style="list-style-type: none"> South Puget Sound Community College 											X	Lacey, Olympia
Youth Build: Community Youth Services							?	?			X	Thurston
Job Corp: Dynamic Educational Systems, Inc		Orien-tation								X	X	Olympia
HUD Employment and Training: Housing Authority of Thurston County												Olympia
CSBG E& T												
<ul style="list-style-type: none"> Coastal CAP 												Aberdeen, South Bend, Hoquiam
<ul style="list-style-type: none"> CAC of Lewis, Mason & Thurston 												Centralia, Lacey
Second Chance Act												
Additional Partners												
North Mason Resource Center Connection Site							X				?	Belfair
Worker Retraining	X											
<ul style="list-style-type: none"> Centralia College 		Orien-tation									X	
<ul style="list-style-type: none"> Grays Harbor College 	2x/wk										X	