



Executive Finance Committee Agenda

01/12/2023 ▪ 2:30-4:00p

Join online via Microsoft Teams

Meeting ID: 241 039 068 691

Passcode: qTf6vW

I. Welcome & Check-In Items

- A. Introductions & Establish Quorum
- B. **Action Item:** Motion to Approve November 10, 2022 EFC Minutes (Attachment #1)
- C. Board Chair Comments
- D. CEO Report

II. Discussion and Action Items:

- A. Discussion Item: Spring Board Retreat
- B. Discussion Item: Board of Directors Secretary/Treasurer Vacancy
- C. Discussion Item: Quest NDWG Grant
- D. Discussion Item: MOU/IFA PY22 Update (Attachment #2)

III. Executive Session

The Board can move to close the meeting for select and appropriately limited conversation on matters best conducted in confidence including meeting with an auditor on sensitive financial issues, handling top-level personnel matters including the CEO's compensation and performance review, planning for an important transaction like a real estate deal or a merger, matters where "personal or organizational confidentiality is requested or prudent", dealing in a preliminary way (including investigation) with crisis situations or with allegations of improper conduct by the CEO or a board member - before disclosure to staff or others who ordinarily attend full board meetings. Any specific action requiring a vote will be taken in the public portion of the meeting.

NO Executive Session Requested at this time

IV. Committee & Task Force Updates (Committee Leads)

- E. One Stop Operations Committee
- F. Priority Populations Committee
- G. Adult Basic Education & Literacy (ABEL)
- H. Business and Sector Engagement (BaSE)

V. Good of the Order & Announcements

Proposed 2023 Executive Finance Committee Meetings

Date	Location
March 9, 2023	Hybrid: MS Teams and PacMtn Offices
April 27, 2023 - Budget Workshop	Hybrid: MS Teams and PacMtn Offices
May 11, 2023	Hybrid: MS Teams and PacMtn Offices
June 8, 2023	Hybrid: MS Teams and PacMtn Offices
July 13, 2023	Hybrid: MS Teams and PacMtn Offices
September 14, 2023	Hybrid: MS Teams and PacMtn Offices
October 12, 2023	Hybrid: MS Teams and PacMtn Offices
November 9, 2023	Hybrid: MS Teams and PacMtn Offices
December 7, 2023	Hybrid: MS Teams and PacMtn Offices

Executive Finance Committee Members

Name	Business	County	Position
1. Alissa Shay	Port of Grays Harbor	Grays Harbor	Board Chair
2. Michael Cade	Thurston Economic Development Council	Thurston	Vice Chair
3. Vacant			Treasurer
4. Jacquelin Earley	Sierra Pacific Industries	Mason	Previous Board Chair, Ex Officio
5. Cheryl Heywood	Timberland Regional Library	Regional	One Stop Committee Lead
6. Jonathan Pleger	Morningside	Regional	Targeted Populations Committee Co-Lead
7. Christina Riley	Labor and Apprenticeship Representative	Regional	Target Populations Committee Co-Lead
8. Sharon Trask	Mason County Commissioner	Mason	Consortium Chair, Ex Officio
9. Jennifer Barber	South Puget Sound CC	Thurston	ABEL Committee Lead
10. Derek Epps	Seattle Shellfish	Mason	Business At-Large
11. David Schaffert	Thurston County Chamber of Commerce	Thurston	BaSE Co-Lead

Workforce Development Speak (Commonly Used Acronyms)

ABE	Adult Basic Education	IFA	Infrastructure Funding Agreement
CBO	Community Based Organizations	ITA	Individual Training Account
CJ	Community Jobs	MOU	Memorandum of Understanding
CLEO	Chief Local Elected Official	MyJob	My Journey Out Beyond
CSO	Community Service Offices	OJT	On the Job Training
DOL	Department of Labor	OURR	Opioid Use Reduction & Recovery
DSHS	Department of Social of Health Services	TAA	The Trade Adjustment Assistance
DVR	Division of Vocational Rehabilitation	TANF	Temporary Assistance for Needy Families
ESD	Employment Security Department	WDA	Workforce Development Areas
DW	Dislocated Worker	WEX	Work Experience
ESD 113	Educational Service District - Capital Region	WIOA	Workforce Innovation & Opportunity Act
ETPL	Eligibility Training Provider List	WTECB	Workforce Training & Education Coordinating Board

PacMtn Board Member Values

Customer needs are priority #1.
Innovate and be creative.

Ensure all counties are included.
Honor diverse perspectives.

In all things demonstrate: Integrity, honesty, transparency, personal excellence, constructive self-assessment, continuous self-improvement, and mutual respect

Duty of Attention= Full participation and Practical inquiry

Duty of Allegiance=Address conflict of interest & confidentiality, care about funding sources & potential opportunities

Duty of Agreement = abide by Federal, State & Local laws and PacMtn mission, vision, values, services, policies & programs

Board Member Reminders

Conflict of Interest: In accordance with the Workforce Innovation and Opportunity Act and the standards of honorable business practice. Workforce Development Council members (WDC), as well as members of WDC Committees and Task Forces, who directly represent, are employed by, or act as consultants to organizations or agencies having business before the Council shall not vote on any matter or issue regarding said organization or agency. Any member having a conflict of interest will declare the conflict prior to any discussion on the matter and must recuse themselves from any formal action related to the conflict.

Concern about misuse of public resources: PacMtn Board of Directors takes seriously all matters of fiscal integrity and the ethical and lawful conduct of its business. Any concerns about fraud, abuse or unethical conduct should be reported to a Board Officer, the CEO or the [State Auditor's Office \(SAO\)](#).



Executive Finance Committee Minutes
11/10/2022 ▪ 2:30 - 4:00

Online Via Microsoft Teams

Attendees: Alissa Shay, Michael Cade, Cheryl Heywood, Sharon Trask, Derek Epps, David Schaffert, Jacquelin Earley

Staff: William Westmoreland, Wil Yeager, Arissa De Lima

Guests: Jason Hosenev

I. Welcome & Check-In Items

A. Introductions & Establish Quorum

Alissa Shay called the meeting to order at 2:34pm. Quorum was not established at this time and the meeting moved onto self-introductions were made.

B. Board Chair Comments

There were no Board Chair comments.

C. CEO Highlights

William reviewed highlights of the CEO report. The full report can be found on our website www.pacmtn.org

There were no questions on the highlights.

D. CEO Highlights

William Westmoreland reviewed the CEO Highlights that can be found at www.pacmtn.org.

II. Discussion and Action Items:

A. IFA Funding Model

William and Jason Hosenev reviewed the funding model with the Committee. William started the discussion with background of the IFA and how the budgets were calculated. He then moved in to allocations and the IFA Funding model.

Jacquelin queried on who will be overseeing the quality of participants. William explained that as a subrecipient and contract holder, Equus manages and is responsible for eligibility requirements.

Jason Hosenev continued the discussion with MOU/IFA relationship between the core partners.

William explained that the next update of the MOU/IFA will include a lease renewal in 2025

and what that looks like. Updating space in 2025 will have significant impacts on lowering the IFA.

Quorum was established at 3:24pm

Alissa moved back to Item I. B - Motion to Approve October 13, 2022 EFC Minutes. Sharon Trask motioned to Approve the October 13, 2022 EFC Minutes. Michael Cade seconded. Motion carries.

B. Discussion Item: Nancie Payne Workplace Excellence Award Winner

William discussed the history of the Nancie Payne Workplace Excellence Award and announced to the Committee that PacMtn staff has selected OceanaSpa as this year's winner. Alissa shared her thoughts on why she nominated OceanaSpa for the award.

C. Action Item: Motion to Approve Site Certification Applications

William and Jason led the discussion on the Site Certification Applications. Jason explained that the last certificates were done in 2019 and what the process included. Cheryl Heywood also added that the One-Stop Committee was heavily involved in the entire completion of this process.

Sharon Trask motioned to Approve Site Certification Applications as presented. Sharon Trask seconded. Motion carries.

III. Executive Session

A. No Executive Session requested at this time

IV. Committee & Task Force Updates (Committee Leads)

- A.** One Stop Operations Committee - Cheryl Heywood reported on Committees work.
- Majority of the Committee's work was on the Site Certifications discussed today.
- B.** Priority Populations Committee - Arissa De Lima reported that there was no meeting this past month to report on.
- C.** Adult Basic Education & Literacy (ABEL) - Jennifer Barber reported on Committees work.
- Committee has been inviting guest speakers from different CBOs and partners on their current work in the PacMtn communities and how the Committee, PacMtn, CBOs and partners can collaborate.
- D.** Business and Sector Engagement (BaSE) - David Schaffert reported that there has not been a meeting this past month to report on.

Good of the Order and Announcements

Chery Heywood announced that TRL is working on a Dolly Parton Imagination Library. She also wanted to announce that she met with Oscar Sanchez out of ESD 112/113 that is the Student Migrant Coordinator. PacMtn region has 6200 migrant students.

Michael Cade shared the Chutes and Ladders Session he will be holding at the Expo next month.

Jennifer Barber announced that SPSCC is starting enrollment for the new quarter next week.

Meeting adjourned at 4:02pm.

Submitted by: Arissa De Lima, Chief of Staff | WDC Board Secretary

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ONE WORKFORCE- PACMTN

This WorkSource System agreement articulates the partnership between PacMtn Workforce Development, the Chief Local Elected Official, core and required state agencies and Community Based Organizations, and the One Stop Operator

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INTRODUCTION

Changing labor markets and advances in technology have revolutionized how businesses find talent and jobseekers look for work. Social media, online talent platforms, and professional networking sites are evolving rapidly, perpetuating shifts in labor market dynamics. Additionally, rising consumer expectations and global competition have transformed how business is conducted in most industries. Employers must move faster and more efficiently to stay ahead of (or at least keep up with) competitors. This makes it imperative for the public workforce system to continuously adapt and reframe strategies and policies designed to support employers and job seekers.

Pacific Mountain Workforce Development (PacMtn) seeks to establish a One Workforce system that stands in stark contrast to the “traditional” transaction-based model, whereby each agency operates its own business and job seeker services functions, and participants move from place to place seeking services. Instead, the goal is to create integrated locations and a unified structure and process of proactive, transparent, and effective job seeker and business services, orchestrated by a seamless collaboration of talent development and support agencies.

By realizing one-stop opportunities together, partners can build community-benefiting bridges, rather than silos of programmatic isolation. These partnerships will reduce duplicative services, administrative burden, and costs, and increase customer access in favor of positive customer experiences and performance outcomes.

PURPOSE OF THIS MEMORANDUM OF UNDERSTANDING

The purpose of this Memorandum of Understanding (MOU) is to establish a cooperative, mutually beneficial partnership among PacMtn, the CLEOs, the federally core and required workforce programs (WorkSource Partners), the One-Stop Operator (Operator), and the additional local partners that comprise the One-Stop System or locally 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 WorkSource 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 Regional Strategic Workforce Plan (Workforce Plan) developed by PacMtn with support from the WorkSource Partners and CLEOs.

The partnership agrees to work with PacMtn, the CLEOs and the Operator to create a seamless, customer-focused service delivery system that aligns service delivery across the board and enhances access to program services.

The implementation of WIOA and the WorkSource System has created the opportunity for the PacMtn Region to rethink how and where it provides workforce services to job seekers and businesses. This MOU assures compliance with the mandates of the law, while the WorkSource Partners, and the Operator work together, under the guidance of the PacMtn Board of

Directors and CLEOs, to align infrastructure and service delivery strategies in support of a more accessible, customer-centered system.

AUTHORIZING LEGISLATION

The Workforce Innovation and Opportunity Act (WIOA) sec. 121(c)(1) requires the Local Board, with the agreement of the Chief Locally Elected Officials (CLEOs), to develop and enter into a Memorandum of Understanding (MOU) between the Local Workforce Board and the One-Stop Partners, consistent with WIOA Sec. 121(c)(2), concerning the operation of the one-stop delivery system in a local area. This requirement is further described in the WIOA; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions: Final Rule at 20 CFR 678.500, 34 CFR 361.500, and 34 CFR 463.500, and in Federal guidance.

Additionally, the sharing and allocation of infrastructure costs among one-stop partners is governed by WIOA sec. 121(h), its implementing regulations, and the Federal Cost Principles contained in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) at 2 CFR part 200.

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 educational 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.

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 and occupations. Strong emphasis on Manufacturing, Forest and Wood Products, Food Production, IT and Telecom, Health Care, and Hospitality and Tourism.

Objectives

- Engage partners and stakeholders to analyze and better understand actual employer needs and projected openings within targeted clusters.
- Develop a 2023-2026 Work Plan based on identified employer needs and priorities, with an emphasis on opportunities to place jobseekers 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: Expand 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 2023-2026 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: Expand 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 employ

REGIONAL WORKSOURCE INITIATIVES

PacMtn selected the one-stop operator through a competitive process in accordance with Uniform Guidance, WIOA and its implementing regulations, and local procurement laws and regulations.

Initiative 1: Make professional development of system staff a priority

Initiative 2: Build the Voice of the Customer into continuous improvement efforts

Initiative 3: Think & act as an integrated system of partners with shared common goals

By aligning service delivery strategies with the above initiatives, the following outcomes will be achieved:

- *Increased number of businesses using WorkSource.*
- *Increased number of job seekers using WorkSource*
- *Increased number of job seekers using WorkSource who find good jobs*
- *Increased number of WorkSource job orders filled*

ONE WORKFORCE INVESTEMENT STRATEGY

Since 2015, WorkSource Partners have operated under an integrated service delivery model, which they jointly defined as: the delivery of WorkSource System services in a manner that aligns available talent to employment opportunities in the region. Integrated service delivery is intended to leverage partner resources to mitigating barriers to employment, develop employer defined skills and work experience necessary for employment, while reducing administrative burdens and duplication of effort.

In 2022, PacMtn branded this effort “One Workforce” as a direct linked to the U.S. Department of Labor’s Employment and Training Administration’s release of the *Training and Employment Notice 13-20 “Advancing a One Workforce Vision and Strategy”*. The program summary states:

“The One Workforce approach, endorsed and recommended by multiple federal programs, fosters greater collaboration, integrated service delivery, shared data, and leveraged resources that leads to positive employment and training outcomes for customers.”

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, support, training, and follow up services required by WIOA available to job seekers and businesses throughout the region’s WorkSource System.

The PacMtn 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.

At a minimum, Partners will make services described in this MOU available, as applicable to their program offerings, consistent with and coordinated via the One Workforce investment strategy.

Business Solutions Services

- Serve as a single point of contact for businesses, responding to all requests in a timely manner
- Assist with disability and communication accommodations
- Conduct outreach regarding local One Workforce system’s services and programs
- Assists with on-site Rapid Response activities regarding closures and downsizings
- Develop On-the-Job Training (OJT) and Transitional Employment (TE) opportunities
- Provide access to labor market information to employers
- Provides customized recruitment and job applicant screening, assessment, and referral services
- Post-employment follow-up services and support
- Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers
- Assist with the interpretation of labor market information
- Assists Wagner Peyser with job fairs and hiring events
- Develop customized training opportunities to meet specific employer and/or industry sector needs
- Use of WorkSource center facilities for recruiting and interviewing job applicants
- Coordinate with employers to develop and implement layoff aversion strategies

- Provide information regarding disability awareness issues
- Provide information regarding workforce development initiatives and programs
- Provide information regarding assistive technology and communication accommodations

BASIC CAREER SERVICES

- Outreach, intake and orientation to the information, services, programs, tools, and resources available through the WorkSource System
- Initial assessments of skill level(s), aptitudes, abilities and supportive service needs
- In and out-of-area job search and placement assistance (including provision of information on in-demand industry sectors and occupations and non-traditional employment)
- Access to employment opportunities and labor market information
- Performance information and program costs for eligible providers of training, education, and workforce services
- Information on performance of the local workforce system
- Information on the availability of supportive services, referral, and co-enrollment to such, as appropriate
- Information and meaningful assistance on Unemployment Insurance claim filing
- Determination of potential eligibility for One Workforce Partner services, programs, referral(s), and co-enrollment
- Information and assistance in applying for financial aid for training and education programs in addition to that which is provided under WIOA

Individualized Career Services

- Comprehensive and specialized assessments of skills levels and service needs
- Development of an individual participant plan (IPP), or similar program specific plans, to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals
- Referral to training services such as those available in the One Workforce Investment Fund
- Literacy activities related to work readiness
- Individual employment counseling and career planning
- Case management for customers seeking training services; individual in- and out- of- area job search, referral and placement assistance
- Potential placement in work experience, transitional jobs, apprenticeships, and internships opportunities
- Workforce preparation services (e.g., development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training

Training

- Occupational skills training through Individual Training Accounts (ITAs)
- Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services described above
- On-the-Job Training (OJT)
- Incumbent Worker Training
- Programs that combine workplace training with related instruction which may include cooperative education
- Referral to training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training
- Other training services as determined by the workforce partner's governing rules

Youth Services

- Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.
- Alternative secondary school services, or dropout recovery services, as appropriate.
- Paid and unpaid work experiences that have as a component academic and occupational education, which may include summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training opportunities.
- Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in demand industry sectors or occupations in the local area involved.
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.
- Supportive services.
- Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.
- Follow-up services for not less than 12 months after the completion of participation, as appropriate
- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.
- Financial literacy education.
- Entrepreneurial skills training.

- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.
- Activities that help youth prepare for and transition to postsecondary education and training.

WORKSOURCE SYSTEM STRUCTURE

The system consists of:

Comprehensive Centers, which, at a minimum

- Are accessible to the general public during regular hours of operation, as well as physically and programmatically accessible to individuals with disabilities.
- Provide a portal site for electronic access.
- Provide on-site 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 WorkSource 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 WorkSource 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 WorkSource 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 priority 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.

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. The one-stop delivery system (herein also referred to as One Workforce) brings together workforce development, educational, and other human resource services in a seamless customer- focused service delivery network that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance. One-stop Partners administer separately funded programs as a set of integrated streamlined services to customers. [20 CFR 678.300(a); 34 CFR 361.300(a); and 34 CFR 463.300(a)]

BENEFITS OF PARTICIPATING IN AN INTEGRATED SYSTEM

There are significant benefits to partner participation in the PacMtn One Workforce system. The clear benefit is better outcomes for customers, both job seekers and businesses. The following is not an exhaustive list of benefits, but provides some of the many advantages inherent in partnering in an integrated one-stop delivery system:

Expanded workforce services for individuals at all levels of skill and experience

All customers, including those with disabilities or other barriers to employment, have the opportunity to receive hard and soft skills guidance, career planning and job placement services, particularly timely labor market demand and occupational information, and a variety of job-driven training options, including work-based training opportunities such as registered apprenticeship, on-the-job training (OJT), and incumbent worker training.

Access to multiple employment and training resources. Access to multiple program resources, including necessary supportive services that may not be offered by or available through one individual program. Access to multiple resources in one location also reduces the travel and commuting distances for customers needing referrals to or the receipt of multiple services. Access to multiple resources may also facilitate the leveraging and braiding of resources across systems for individual customers, as appropriate.

Integrated and co-enrollment processes for all eligible customers working with One Workforce partners. WorkSource staff are highly familiar with the functions and basic eligibility requirements of each program, appropriately assist customers, and make knowledgeable referrals to partner programs, as appropriate, and co-enroll eligible customers to benefit from the One Workforce resources.

Integrated and aligned business services strategy among One Workforce partners. As part of an aligned team, partners have access to a wider range of business engagement strategies, increasing the opportunity for better placement services and outcomes for all customers. This partnership also allows for a unified voice for the One Workforce system in its communications with area employers.

Expert advice from multiple sources. Customers, including individuals with barriers to employment, can benefit from multiple levels of staff expertise, guidance, and advice across programs and partners. This enhances job seekers' experiences and increases their chances for success in the evolving labor market.

Relevance to labor market conditions. All workforce development activities occur within the context of a regional economy. Services provided should be informed by data on labor market demand in the local area to ensure a positive impact or labor market outcome. This outcome results in a return on investment for the job seeker's time and efforts, and for the One Workforce resources expended.

Expanded community and industry outreach. The integrated nature of the One Workforce system extends the one-stop reach to increase customer participation and enrollments, and to engage and support businesses.

Strengthened partnerships. The integrated nature of the One Workforce system also helps in providing seamless workforce services that serve similar populations. Some examples include setting up common intake and assessment, joint outreach activities, referral and co-enrollment processes outlined in agreements implemented between partners in the One Workforce system.

PARTNERS

Each partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement. Partners will further promote system integration to the maximum extent feasible through:

- Effective communication, information sharing, and collaboration with the Site Administrators, One Stop System Committee, WDB staff, and One-Stop Operator,
- Joint planning, policy development, and system design processes,
- Commitment to the joint mission, vision, goals, strategies, and performance measures,
- The design and use of common intake, assessment, co-enrollment, and case management processes,
- The use of common and/or linked data management systems and data sharing methods, as appropriate,
- Align/braid and leveraging of resources, including other public agency and non-profit organization services,
- Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction,
- Participation in regularly scheduled One Stop System Committee meetings and functional teams to exchange information in support of the above and encourage program and staff integration.

Individual partners and programs contributions to the PacMtn WorkSource System are defined as follows:

ONE STOP OPERATOR

The PacMtn WDB selected the one-stop operator through a competitive process in accordance with the Uniform Guidance, WIOA and its implementing regulations, and local procurement laws and regulations. All documentation for the competitive one-stop operator procurement and selection process is public information and may be viewed upon request. The one-stop operator contract is re-competed at least every three (3) years and no later than every four (4) years. Functional details are outlined in the Roles and Responsibilities of Partners section, under One-Stop Operator

REQUIRED ONE-STOP PARTNERS

Department of Labor

- WIOA title Ib programs: Adult, Dislocated Worker, and Youth formula programs;
- Job Corps;
- YouthBuild;
- Native American programs;
- Migrant Seasonal Farmworkers (MSFW) that includes the National Farmworker Jobs Program (NFJP).
- Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act (29
- U.S.C. 49 et seq.), as amended by WIOA title III.
- Senior Community Service Employment Program (SCSEP) authorized under title V of the Older Americans Act of 1965.
- Trade Adjustment Assistance (TAA) activities authorized under chapter 2 of title II of the Trade Act of 1974.
- Unemployment Compensation (UC) programs.
- Jobs for Veterans State Grants (JVSG) programs authorized under chapter 41 of title 38, U.S.C.
- Reentry Employment Opportunities (REO) programs (formerly known as Reintegration of Ex- Offenders Program (REO)) authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169.

Department of Education

- Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA title II.
- Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins).
- The State Vocational Rehabilitation (VR) Services program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA title IV.

Department of Health and Human Services

- Employment and training activities carried out under the Community Services Block Grant
- (CSBG) programs (42 U.S.C. 9901 et seq.); and
- Temporary Assistance for Needy Families (TANF) program authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under 20 CFR 678.405(b). [WIOA sec. 121(b)(1)(B); 20 CFR 678.400-405; 34 CFR 361.400-405, and 34 CFR 463.400-405]

Additional One-Stop Partners

- Other entities that carry out a workforce development program, including Federal, State, or Local programs and programs in the private sector, may serve as additional Partners in the one-stop system if the Local WDB and chief elected official(s) approve the entity's participation.
- Additional Partners may include employment and training programs administered by the Social Security Administration, including the Ticket to Work and Self-Sufficiency Program established under sec. 1148 of the Social Security Act (42 U.S.C. 1320b–19), employment and training programs carried out by the Small Business Administration, Supplemental Nutrition Assistance Program (SNAP) employment and training programs, authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4) and 2015(o)), Client Assistance Program authorized under sec. 112 of the Rehabilitation Act of 1973 (29 U.S.C. 732), programs authorized under the National and Community Service Act of 1990 (42 U.S.C. 12501 et seq.), and other appropriate Federal, State, or local programs, including employment, education, and training programs provided by public libraries or in the private sector, programs providing transportation assistance, and programs providing services to individuals with substance abuse or mental health issues. [20 CFR 678.410; 34 CFR 361.410; 34 CFR 463.410; and TEGL 17-16, RSA TAC 17-03, and OCTAE Program]

PARTNER ROLES AND RESPONSIBILITIES

Each partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement. Partners will further promote system integration to the maximum extent feasible through:

- Effective communication, information sharing, and collaboration with the Site Administrators, One Stop System Committee, WDB staff, and One-Stop Operator,
- Joint planning, policy development, and system design processes,
- Commitment to the joint mission, vision, goals, strategies, and performance measures,
- The design and use of common intake, assessment, co-enrollment, and case management processes,
- The use of common and/or linked data management systems and data sharing methods, as appropriate,

- Align/braid and leveraging of resources, including other public agency and non-profit organization services,
- Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction,
- Participation in regularly scheduled One Stop System Committee meetings and functional teams to exchange information in support of the above and encourage program and staff integration.

Individual Partner contributions to the PacMtn One Workforce system are defined as follows:

[Wagner-Peyser: Description of Services](#)

The primary function of the Wagner-Peyser Act is to provide universal access of labor exchange services to job seekers. Labor exchange services are considered a type of career service under WIOA and are available to all individuals legally entitled to work in the U.S. There are no eligibility criteria for Wagner-Peyser as long as the individual has authorization to work in the U.S

Wagner-Peyser staff provides employment services to job seekers and employers through PacMtn WorkSource centers. Services to job seekers include but are not limited to: labor exchange services, facilitated and staff job search and job placement assistance; career counseling; needs and interest assessments; workshops; development of an individual employment plan; and case management as appropriate and needed.

Services to employers include assistance in job postings, referral of qualified job seekers to job openings and organizing job fairs. Both job seekers and employers are also provided with labor market information to help inform their activities.

[Access to Wagner-Peyser Services](#)

Access to Wagner-Peyser Act Services will be provided within the local workforce development system through physical and programmatic resources described below. Employment Security Department (ESD) is the State Workforce Agency responsible for administering Wagner-Peyser Act services in accordance with federal regulations.

- a) Wagner-Peyser service focuses on providing a variety of employment related labor-exchange services including, but not limited to job-search assistance, job referral, and placement help for job seekers, re-employment services to unemployment insurance claimants and recruitment services to employers with job openings. Services are delivered in one of three modes: self-service, facilitated self-help services and staff-assisted service delivery.
- b) Depending on the needs of the labor market, other services – such as assessment of jobseekers’ skills, abilities and aptitudes, career guidance when appropriate; job-search workshops and referral to training may be necessary.
- c) The services offered to employers, in addition to referring job seekers to available job openings, include help developing job-posting requirements, matching job seekers’ experience with job requirements, skills and other attributes, helping employers with

special recruitment needs, arranging for job fairs, helping employers analyze hard-to-fill job orders, helping restructure jobs and helping employers deal with layoffs.

- d) Job seekers who are veterans receive priority referral to jobs and training, as well as veteran specific employment services.
- e) Wager-Peyser services include resource and service coordination in the region. These services may include, but are not limited to, the following:
 - a. Linkages to community services;
 - b. Assistance with transportation;
 - c. Assistance with childcare and dependent care;
 - d. Assistance with housing;
 - e. Reasonable accommodations for individuals with disabilities;
 - f. Legal aid services;
 - g. Referrals to health care

Wagner-Peyser Performance

Only Wagner Peyser Participants are counted in the Wagner Peyser Performance Measures. A participant is a reportable individual who has received services other than self-service or information-only services or activities (which provide readily available information that does not require an assessment by a staff member of the individual's skills, education, or career objectives) after satisfying all applicable programmatic requirements for the provision of services, such as eligibility determination.

Wagner Peyser participants will be measured by the following performance outcomes:

- Employment (Second Quarter after Exit);
- Employment (Fourth Quarter after Exit); and
- Median Earnings (Second Quarter after Exit)

Rapid Response: Description of Service

Rapid Response is an early intervention business service that assists workers and employers during the entire business cycle. Rapid Response coordinates layoff aversion and outplacement services for employers and workers affected by layoffs, plant closures, or natural disasters. It is not always event-driven; it is a pro-active approach to planning for and managing economic transitions. At its best, Rapid Response assist employers with their layoffs by coordinating outplacement services prior to layoff, while supporting the business by working with other state and local stakeholders who can then assist in job expansion. Rapid Response provides an introduction to the Workforce and Economic Development Systems and helps workers and employers navigate the One Workforce system of user-friendly resources and information to help transition workers into reemployment, and assist businesses.

- a) The primary objective of rapid response is to provide workers with the resources and services necessary to allow them to find new jobs or get the training and education needed for new careers so they can return to work quickly.

- b) Rapid Response Services (RRS) also helps communities develop proactive and coordinated strategies to access resources and information that help businesses at risk of closing to keep their doors open.

[Access to Rapid Response Services](#)

Access to Rapid Response Services will be provided within the local workforce development system through physical and programmatic resources outlined below.

- a) Rapid Response activities are triggered when the Department of Labor and Industry learns of a planned closure or layoff either by receiving a notice as required by the Worker Adjustment and Retraining Notification (WARN) Act, through the media, or by contacts in the local area. Services may also be offered when Washington experiences mass job dislocation as the result of a disaster. There is no charge to the employer or employee for these services and they are provided regardless of the reason for the layoff.
- b) Fact Findings and Rapid Response Informational Meetings, which includes presentations and organized activities, are led by local and/or state Rapid Response Teams throughout all phases of the layoff/closure business cycle.
- c) Rapid Response Staff are responsible for organizing the necessary partners to present information on the One Workforce system, Unemployment Compensation, and Social Service Agency Support Systems, as well as serving as an intermediary during the employee's transition. Rapid Response provides an introduction to the workforce system and helps workers and employers navigate the system. Convening, facilitating, and brokering connections, networks, and partners.
- d) Communication of Rapid Response services will be coordinated through the One Workforce system, which includes the Washington Rapid Response Team, Business Solutions, and local Workforce Development Boards.

[Jobs for Veterans State Grant \(JVSG\): Description of Services](#)

Washington State WorkSource centers with JVSG staff, provide individualized career services to eligible veterans and eligible persons identified in VPL 3-14 Change 1 and 2, and VPL 3-19. These individualized career services are supported by DVOPs, LVERs, and Consolidated Positions. In Washington State, Consolidated Positions are titled Consolidated Veterans Service Representatives (CVSRs)

[Access to JVSG Services](#)

Veterans are advised of their priority of service status when they connect with non—JVSG partner staff and through signs and documentation posted throughout WorkSource centers.

- a) Veterans qualifying for priority of service designation who require services and/or training are ensured the next available spot as a result of their priority of service status. Local Veterans Employment Representatives (LVERs) and Disabled Veteran Outreach Program (DVOP) staff work in conjunction with One Workforce partners to identify veterans and establish an appropriate plan to meet the individuals' needs.
- b) LVERs will conduct face-to-face contact with employers, plan and participate in job and career fairs and conduct job development with employers. LVERs will facilitate

employment, training, and placement services furnished to veterans, promote the benefits of employing veterans, and facilitate employer training. LVER's will work with other partners and workforce development provided to communicate employer outreach and job openings

- c) Veterans with significant barriers to employment such as, but not limited to, long-term unemployment, previous incarceration, and low-income status are able to see the DVOP. A DVOP will be able to provide one-on-one assistance and develop an Individual Employment Plan that will address the specific barriers for the eligible veteran.
- d) DVOP specialists will coordinate supportive services with applicable providers, deliver technical assistance to community-based organizations for employment and training services to veterans, and assist One Workforce partners in providing services to veterans on a priority basis.
- e) Veterans, ages 18-24 and transitional service members are eligible to meet with the DVOP to receive one-on-one case management services.

[Reemployment Services and Eligibility Assessment \(RESEA\) Program](#)

Washington sees RESEA as a primary entry point into its statewide WorkSource (one-stop) system. The foundational element of the RESEA program is an in-person meeting between a UI claimant with a job search requirement and an appropriately trained ESD WorkSource staff member. RESEA supplements rather than supplants current reemployment activities provided by the One Workforce system, and, in this context, RESEA participants must be co-enrolled in the Wagner-Peyser program as part of the initial RESEA. Co-enrollment in WIOA Dislocated Worker or other available programs may also be appropriate.

Beyond serving as entry point to the One Workforce system, the RESEA program can also directly support WIOA activities by contributing to infrastructure costs and providing reimbursement for various reemployment services conducted during or directly resulting from a claimant's participation in RESEA.

[RESEA Performance](#)

One of the key goals of the RESEA program is to improve employment outcomes of individuals who receive UI compensation and to reduce the average duration of receipt of such compensation through reemployment. A second key goal is to promote alignment of the RESEA program with the broader vision of WIOA and to establish RESEA as an entry point into other WIOA programs.

- Reemployment Rate in the 2nd Quarter after Program Exit Quarter for RESEA Program Participants (a Core Measure);
- Median Earnings in the 2nd Quarter after Program Exit Quarter for RESEA Program Participants (a Program Performance Measure); and
- Reemployment Rate for all UI Eligible Participants in the 2nd Quarter after Program Exit Quarter (a Program Performance Measure).

Office of Vocational Rehabilitation (VR) Title I

Office of Vocational Rehabilitation (VR) Title I of the Rehabilitation Act of 1973 - Provides assessments, evaluation, vocational counseling, case management, training, and business services. VR's mission is to assist Washingtonians with disabilities secure and maintain employment and independence.

Co-enrollment into additional WIOA programs allows VR customers access to additional One Workforce resources, including job placement and follow-up services to enhance and supplement existing services.

Designated staff actively participate in Business Solution Teams, Operations Team meetings and Functional Team meetings as appropriate.

Cross training and presentations are provided upon request for staff, employers, and participants as related to VR specialty areas of: Disability Awareness, Sensitivity and Etiquette, Reasonable Accommodations and Accessibility, and the VR process and services.

Access VR Services

Services to individuals with disabilities include:

- Pre-Employment Transition Services for youth
- Diagnostics and evaluation of medical, occupational, and educational abilities
- Vocational Counseling and Guidance for goal and planned services development
- Restoration to minimize limitations to employment and independence
- Training and job skill development including but not limited to: basic skills, supported employment (job-coaching), technical, college, and on-the-job training.
- Direct and indirect placement services and individualized job seeking skills
- Post-employment services for job adjustment and retention.
- Business/employer services include:
 - Staffing, consultation to retain current employees and accommodation solutions
 - Accessibility analysis, worksite modification consultation, and assistive technology information
 - Financial incentives such as On-the-job training reimbursement and tax credit information
 - Disability Awareness, sensitivity and disability etiquette training, Americans with Disabilities Act (ADA) consultation

Title II, Adult Education and Literacy

Adult education providers in the PacMtn region will provide instruction at all six adult basic education (ABE) and adult secondary education (ASE) educational functioning levels (EFL), plus English language acquisition (ELA) activities where there is a need. Programs may support a tutoring program that offers one-on-one and/or small group instruction or volunteer classroom aides. Programs will prepare students for and support them in achieving successful transition to postsecondary education/training or employment.

Programs will integrate career awareness and career planning activities into the services provided to students, including using those activities as the context for basic skills instruction. Programs will have at least one case manager who works with students to address barriers to participation and to plan and prepare for transition to postsecondary education and/or training. Case management activities in support of transition will be offered in a variety of ways: integrated into instruction, stand-alone group activities, and one-on-one case management support. The activities will include introducing students to and helping them use the resources available through the One Workforce system; helping students identify employment and career pathways that align with their skills and interests and also lead to high quality jobs; and supporting students through the co-enrollment process into other WIOA programs.

[Access to Title II Services](#)

Title II Adult Education services are provided at a variety of locations throughout the region. Provision of services may vary depending on location. Title II providers of the PacMtn region will:

- co-enroll eligible students into partner services.
- participate in cross training to help strengthen and streamline the referral and co-enrollment process.
- serve on Functional and Operations teams as appropriate.
- have representation on the local Workforce Development Board and committees of the PacMtn WDB.
- provide CASAS assessment to customers, as appropriate.
- be provided access to WorkSourceWA.

[Title II Performance](#)

- *Employment Rate – 2nd Quarter After Exit*
- *Employment Rate – 4th Quarter After Exit*
- *Median Earning – 2nd Quarter After Exit*
- *Credential Attainment* - The percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program. A participant who has attained a secondary school diploma or its recognized equivalent is included in the percentage of participants who have attained a secondary school diploma or its recognized equivalent only if the participant also is employed or is enrolled in an education or training program leading to a recognized postsecondary credential within one year after exit from the program.
- *Measurable Skill Gains* - The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill

gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.

Carl D. Perkins Career and Technical Education (CTE)

The purpose of the Carl D. Perkins CTE Education Act is to develop more fully the academic and career and technical skills of secondary education students and postsecondary education students who elect to enroll in career and technical education programs.

The Carl D. Perkins Act plays an instrumental part in Washington's strategic plan vision for workforce development (described in the Talent and Prosperity for All Plan (TAP) is more Washingtonians finding and keeping jobs that lead to economic self-sufficiency; closing skill gaps for employers; and working together as a single, seamless system of partners to make this a reality for our state.

This work will be accomplished with a focus on disadvantaged populations and in-demand industry sectors and occupations including apprenticeships. The State's secondary and postsecondary career and technical education programs will help to meet the State's workforce development goals by continuing to:

- Engage with business and industry employers and labor representatives to design relevant and high-quality education programs that provide strong preparation for high-demand, high-skills occupations.
- Develop programs of study that offer students opportunities to participate in work-based learning activities and education programs that lead to industry-recognized or postsecondary credentials of value in the labor market.
- Align programs of study and minimize barriers so that secondary students have the ability to earn dual credit to meet both high school graduation requirements and earn college level credit within a professional/technical pathway.
- Provide instructional support for registered apprenticeships across the state.
- Review quantitative and qualitative data and engage in quality improvement processes to strengthen outcomes for all students and improve career and technical programs to meet current and emerging employer needs.
- At the postsecondary level, provide incumbent worker training customized to meet the needs of the state's large, medium and small employers.

After College Outcomes

- Completers placed in UI-Covered Jobs or Continuing in Education
- Apprentice Program Completers
- Median Wages after Completion
- Professional/Technical Program Median Wages and Earnings
- Apprentice Wages

Title I – Adult, Dislocated, Youth: Description of Services

One Workforce Title I program providers are responsible for pushing resources into the region that connect with as many partners, job seekers, and businesses as possible. Utilizing

an integrated/team case management approach Title I providers will facilitate co-enrollment into appropriate Title I and other grant funded programs to supplement and enhance existing partner programs. Once co-enrolled Title I staff will support direct service provider partners to assist co-enrolled participants in reaching their training and employment goals.

Title I staff facilitate the alignment/braiding of funding and leverage One Workforce partner resources to reduce duplicative and administrative services throughout the region.

Title I will support the following services:

- career services (basic, individualized and follow-up services);
- triage of available resources and services for partners and participants.

Individualized career services co-enrolled participants may benefit from include, but not limited to:

- assessments;
- career planning;
- case management;
- financial literacy;
- Job Ready workshops;
- supportive services;
- partner staff support/training; and
- follow up services in coordination with the Business Solutions team.

Training services include occupational training, work experience, and labor market information.

In coordination with the Business Solutions team employer services include, but are not limited to: Business Needs Assessment, On-the-Job Training (OJT) and Subsidized Employment (SE) employment contracts for employers who hire participants; referrals/job placement of trained individuals in specific occupations.

[WIOA Title I- Youth](#) programs address in-school youth, ages 14-21, and out-of-school youth, ages 16-24 with a much greater focus on the OSY population with no less than 75% of the funds directed to OSY activities and 20% expended on work experience activities. Youth will have the opportunity upon assessment of need to receive the required WIOA 14 elements of activities.

[WIOA Title I- Adult/Dislocated](#) worker programs address individuals seeking employment and/or training services through a mix of basic career, individualized career services and available training services leading to full time employment.

[Access to Title I Services](#)

Title I staff will assist One Workforce partners to identify and select eligible customers committed to the performance goals of WIOA to co-enroll into appropriate WIOA and One

Workforce programs. Co-enrollment includes determining eligibility, prioritizing targeted populations, completion of the program applications, including appropriate documentation, and development of an individual participant plan that leads to placement into a high-quality occupation within the One Workforce region's identified career pathways.

Title I Performance

Through an integrated approach that aligns/braids resources and leverages all One Workforce partner resources, co-enrolled participant success will be measured by the following:

- 2nd Quarter After Exit (Non-Youth) The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program.
- 2nd Quarter After Exit (Youth) The percentage of Title I Youth participants who are in education or trainings activities, or in unsubsidized employment, during the second quarter after exit from the program.
- 4th Quarter After Exit (Non-Youth) The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program.
- 4th Quarter After Exit (Youth) The percentage of Title I Youth participants who are in education or trainings activities, or in unsubsidized employment, during the fourth quarter after exit from the program.
- Median Earnings – 2nd Quarter After Exit Median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program.
- The Credential Attainment Indicator measures the percentage of participants enrolled in an education or training program (excluding those in OJT, customized training, and non-occupational skills training) who either:
 - exited during the reporting period and obtained a recognized postsecondary credential during the program or within one year after exit; Or
 - exited from a secondary education program and obtained a secondary school diploma or its recognized equivalent during the program or within one year after exit AND were also employed or in an education or training program leading to a recognized postsecondary credential within one year after exit.
- The Measurable Skills Gain Indicator measures the percentage of participants who, during the program year, are in education or training programs that lead to a recognized postsecondary credential or employment and who are achieving measurable skills gains, defined as documented academic, technical, occupational, or other forms of progress towards such a credential or employment.

Community Services Block Grant (CSBG)

The mission of the Community Services Block grant (CSBG) is to provide a full range of services and activities having a measurable impact on the causes of poverty in a community or those areas of a community where poverty is a particularly acute problem. Only federally designated Community Action Agencies (CAA) receive funding, there are Community Action Programs that cover the PacMtn Region.

Ameliorating the causes and conditions of poverty take on a variety of community engagement activities and collaborative activism to remove obstacles that block the achievement of self-sufficiency; i.e. employment and training resources; community stakeholder collaboration; literacy activities; obtaining adequate housing; grassroots activities that provide intervention to the causes of poverty; addressing the needs of youth through programming or coordination; and increased engagement in community planning and improvement activities.

CSBG has been in existence since 1965, always with the same mission: to improve the causes and conditions of poverty. Initiatives have included, but are not limited to: neighborhood linkages, leverage of community resources, conduction of Volunteer Income Tax Assistance sites, building housing capacity, provision of family self-sufficiency and case management, facilitation of Results-Oriented Management and Accountability.

CBSG agencies located in this local workforce development area may:

- participate on local and regional planning groups; Engage in Business Service Teams activities;
- have print materials available in the WorkSource centers;
- be linked to local workforce websites on computers;
- potentially hold meetings at WorkSource centers;
- conduct joint employer outreach sessions as necessary; and
- seek to leverage grant funding opportunities.

CSBG, as a required partner, will become part of the fabric of the One Workforce system in a much more formalized way than in the previous years.

CSBG Program Goals

- reducing poverty,
- promoting self-sufficiency, and
- revitalizing low-income communities.

Supportive Employment Outcomes

- In the past 3 months, how many days was the consumer competitively employed? Competitive employment means working in a paid position that would be open to all community members to apply.
- What was the consumer's educational status on the last day of the quarter?

[Senior Community Service Employment Program \(SCSEP\): Description of Services](#)

The SCSEP is a United States Department of Labor program funded through the Older American Act with a dual-purpose mission of jobs training and community service. The SCSEP delivers occupational skills training to unemployed, income-eligible people age 55+ through paid internships at local nonprofit organizations. It is a transitional program that helps people get back on their feet and move into unsubsidized jobs to reach economic independence.

Applicants receive a comprehensive assessment to determine their program eligibility and identify their career goals. Once enrolled, participants receive individualized services including case management, the development of an Individual Employment Plan, and in some cases additional training such as computer skills classes, and assistance achieving industry-recognized credentials and certifications.

As appropriate, SCSEP customers co-enroll into other One Workforce partner programs to increase and improve program offerings and services.

Access to SCSEP Services

- Must be 55 years or older
- Unemployed for at least six (6) months
- Have a total family income of less than 125 percent of the Federal poverty level

And must also meet one of the following:

- Have low employment prospects
- Are unable to find employment through the WOIA Workforce system
- Homeless or at Risk of Homelessness
- Veterans and qualified spouses
- Have Limited English proficiency
- Have low literacy skills
- Have a Disability

SCSEP Performance

The six core indicators for SCSEP are

- Aggregate hours of community service employment
- Entry into unsubsidized employment (Common Measure)
- Retention in unsubsidized employment for six months (Common Measure)
- Average earnings (Common Measure)
- The number of eligible individuals served
- The number of most-in-need individuals served

The additional indicators are

- Retention in unsubsidized employment for one year
- The degree of satisfaction with their experiences reported by participants, employers, and host agencies.

CO-ENROLLMENT INTO WIOA

WIOA encourages greater integration across WIOA core, required and additional partners. The career pathway approach, a key component of One Workforce, provides a framework for eligible participants to co-enroll into Title I workforce services, align/braid and leverage resources to maximize individual participant success. This approach moves from the tradition of myriad disconnected programs to one system focused on individuals' training, postsecondary, career readiness and economic success. Expanded use of career pathways increases the need

for shared accountability, since career pathways are often developed and implemented across multiple programs, institutions, and workforce partners.

An essential component of strategic co-enrollment is identifying when a participant can most benefit from being enrolled in more than one partner program. Deliberate, intentional co-enrollment shares case management, eliminates duplication or supplanting of services through thoughtful, strong partnerships. PacMtn encourages through the MOU a system-wide strategic co-enrollment approach with all MOU partners.

FUNCTIONAL TEAMS

Part of the Integrated One Workforce framework is a concept known as functional teams. Functional teams are groups of staff based on function rather than by program or organization. ESD *Integrated Service Delivery Policy 1023* states, “Staff working in a co-enrollment ISD [Integrated Service Delivery] environment are organized into functional teams (rather than by programmatic boundaries) to meet the needs of customers. The goal is more people getting jobs, keeping jobs and getting better wages.”

Functional teams allow the system to leverage resources and align/braid various funding streams more effectively. Additionally, functional teams reduce duplicative services and administrative burdens. The notion of functional teams is also encouraged by TEGL 16-16 *One-Stop Operations Guidance for the American Job Center Network*. TEGL 16-16 states:

American Job Center services may be integrated and organized by function (rather than by program), when permitted by a program’s authorizing statute and, as appropriate, through coordinating staff communication, capacity building, and training efforts. Functional alignment includes having American Job Center staff who perform similar tasks serve on relevant functional teams (e.g., skills development team or business services teams).

Functional teams are led by a functional leader that leads team members who are employed by their own agency and by other partner agencies. Team members are still expected to report to their direct supervisor in the organization that funds their position, but their work related to the One Workforce system is coordinated by a leader within the functional team they reside, who may work for a different system partner and/or be funded by a different source. Team members continue to be responsible for reporting to their agency supervisor while keeping functional leads and peers informed as part of their cross-functional communication responsibilities.

It is critical for those providing services in an integrated, co-enrollment environment to embrace a cooperative, functional leadership model so that the capacity, talents, and skills of staff can be leveraged for a larger and more diverse population of customers throughout the PacMtn region. Staff should utilize their skills in support of common processes and goals,

regardless of which partner agency funds them. Focus is on function – in both work of the team and leadership.

Common Goals of Functional Teams

Below are common goals to be achieved through the use of functional teams:

- Focus staff, partner, and program expertise on a few specific skills rather than limited expertise on many general skills.
- Eliminate language, processes, and activities that perpetuate program “silos”. In turn, adopt new One Workforce language that reinforces shared accountability and vision.
- Develop staff competencies.
- Cross-train staff with common talents and knowledge.
- Provide opportunities for professional development.
- Improve communication and collaboration between different partner programs and agencies.
- Define partner staff expectations by function rather than program or agency.
- Defined common terms, processes, and outcomes.

Establishment of Functional Teams

The following functional teams are monitored and overseen primarily by the OSO, with assistance from the Team Leads and Partner Coordination team sponsors. Functional teams are comprised of representatives from each core, required, and additional partners of the One Workforce MOU. All MOU partners agree to designate a representative on all appropriate functional teams and may also designate representatives to serve on the Operations and Partner Coordination teams.

Customer Engagement Team Function

The Customer Engagement team function is to deliver basic and labor exchange services and monitor center customer traffic and resource room use. Customers who interact with each WorkSource center and access point must be tracked to determine priority of service, reasons for the visit, service needs, and use of resources. Every job seeker must have access to basic career services through the customer engagement team process. Services associated with the customer engagement team function must include the following:

- Outreach, intake, and orientation to inform customers of all One Workforce services;
- Initial assessment of customer needs for available services;
- Labor Exchange Services, such as job matching and job referral;

- Referral to appropriate One Workforce partner programs as necessary;
- Job posting services to region employers, including hiring events and job fairs;
- Access to the resource room and information-only services and activities; and
- Labor market information as well information on in-demand occupations and career pathways within the PacMtn region.

The Customer Engagement team function also includes the resource room, self-directed activities, facilitated self-help services and staff-assisted services with few staff members involved. Job seekers should be encouraged to register in WorkSourceWA.

Community Partner Team Function

All partner service provider(s) and Title I staff will work together to identify and co-enroll WIOA priority populations to open opportunities to a better future with higher quality and more financially-sustaining jobs. The Community Partner team will align/braid and leverage resources necessary to support participant success throughout the PacMtn region. In addition, the Community Partner team will work towards reducing duplicative services and administrative burdens amongst system partners.

The Community Partner Team will work towards integrating intake, case management, and reporting systems to deliver the most seamless experience for system shared customers. This integrated, team approach allows partners to use their resources for value-added services to ensure that job seekers have access to all the resources available to them in the One Workforce system. Coordination amongst all system partners is critical to ensure jobs seekers and employers understand and utilize the system to its fullest capacity.

The Community Partner team will practice as an integrated case management team and provide guidance in assessing career interests, understanding steps to pursue a career pathway that will lead to an in-demand occupation, developing individual participant career and training plans, and how to gain access to supportive services and resources to assist participants in achieving their employment goals.

WIOA participants receive case management and advising services from their primary partner service provider with additional support from Title I staff. With guidance and assistance from the Community Partner team and assigned Talent Recruiters, system partner providers will be responsible for providing the following services:

- Comprehensive and specialized assessments of skills levels and service needs of co-enrolled participants;
- Referrals to partner programs and services provided within the One Workforce system as necessary;

- Performance and program cost information for eligible providers of training services;
- Information regarding local area fulfillment of performance accountability measures;
- Information regarding the availability of supportive services or assistance;
- Assistance in establishing eligibility for financial aid assistance for training and education programs not provided under WIOA;
- Development of an individual participant plan (IPP) to identify employment goals, achievement objectives, and combination of services to reach the customer's employment goals;
- Group and individual counseling;
- Career planning;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities;
- Financial literacy programs to support a customer's ability to create a budget and manage spending;
- Out-of-area job search and relocation assistance; and
- English language acquisition access and services.

Business Solutions Function

It is important to be mindful that the One Workforce WIOA program is not a work-first strategy (a significant change from WIA) but, at its best, is an employment and training program whose systemic focus is on quality jobs and career pathways that lead to self-sufficiency. Secondly, WIOA is a demand-driven system that is responsive to the demands of local area employers. Thirdly, the hallmark of WIOA is its emphasis on developing locally integrated systems which align investments in workforce, education, and economic development to regional in-demand jobs.

As described in the Talent and Prosperity plan (TAP), the PacMtn One Workforce system is adopting a business solutions approach that mixes inventory control (push) with a demand-driven (pull) strategy. The following is how the TAP plan describes the difference between inventory control and a demand-driven approach:

In inventory control mode, staff thinks in terms of how many jobs a company has open and how many jobseekers the program has available or could quickly train to apply for these jobs. In the business solution model, staff move from focusing on this "inventory" of specific services and programs to helping businesses access system resources and services that will meet their specific needs. Put another way, the system must move from a "push" that works to match the jobseeker inventory on hand to a "pull" or a "demand-driven" system working in partnership with businesses to determine and develop the talent they actually need.

To effectively serve businesses in a hybrid push/pull approach the business solutions team must:

1. Encourage engagement between the business solutions team, jobs seekers, employers, service providers, and all system functional teams.
2. Enhance relationships with employers with the following programs and services - Labor Exchange, Veterans' Programs, Trade Act, RESEA, Unemployment Insurance, and Title I, II, III, and IV programs.
3. Work with local Economic and Community Development representatives to promote job expansion and attract new businesses.
4. Establish a process to deliver employer services through a functionally aligned, seamless delivery system.
5. Provide and track training to One Workforce System partners to build the capacity to serve employers and to help them better understand labor market information data.
6. Establish policies and procedures to support meeting the skills and employee retention needs of employers.
7. Use the WorkSource brand to market a consistent message and image to employers and job seekers.
8. Develop opportunities for the supply side of the One Workforce System by demonstrating the values and benefits of participation to employers.
9. Assist the Community Engagement Team to train employers on listing job openings on WorkSourceWA.com.
10. Pursue in-demand, sector-based workforce strategies that includes employer engagement. PacMtn One Workforce has identified 6 demand career clusters based on our most recent region cluster study:
 - Food Production
 - Forest & Wood Products
 - Healthcare & Life Sciences
 - Hospitality/Tourism
 - IT/Communications
 - Special Manufacturing/Logistics
11. Assist employers with recruiting and placement of skilled workers, preferably using job orders designated for WIOA participants.
12. Act as a resource for business customers; to answer questions, address concerns, and provide resources.
13. Assist and develop a plan to manage participation in community events and promote services available through the One Workforce system.
14. In addition to the above services, the Business Solutions Team will lead follow-up services to assist employers in retaining newly hired WIOA participants who obtain

unsubsidized employment. Follow-up services must last for up to twelve (12) months following the first day of employment.

Quality Assurance (QA) and Finance Team Function

The QA/Finance Team performs the important function of internal auditing. Internal audit has become an important component of proactive, forward-thinking organizations that strive for continuous process improvement while seeking to reduce organizational risk. To accomplish our objectives and improve our performance measures we need a systematic, disciplined approach to evaluate and improve our processes. In an integrated One Workforce system working toward a shared vision and strategy it is essential to develop consistent standards independently assessed and evaluated by a team outside the daily functional team operations.

The QA/Finance Team will:

1. Evaluate how PacMtn's One Workforce efforts align with applicable legal requirements, internal control standards, and leading practices for delivering workforce development services and programs.
2. Assess the extent to which PacMtn's One Workforce processes align with programmatic requirements and the intent of WIOA legislation.
3. Ensure data integrity by assessing accuracy of input.
4. Organize and communicate data to produce insights that will be used to optimize current and future One Workforce practices.

The QA/Finance team will do this in the following ways:

- Develop an internal monitoring and evaluation plan to give guidance for decision-making and streamline internal processes.
- Promote evidence-based and data-driven accountability
- Develop and update policies and procedures that reflect PacMtn's One Workforce vision, values, and strategies. Policies and procedures are our roadmap for day-to-day operations and ensure compliance with WIOA and ESD laws and regulations.
- Review participant applications, individual participant plans, and monitor progress
- Approve and input data into ETO
- Approve financial requests from the system to support jobs seekers and employers

Recently, the Washington State Auditor's Office identified four areas of potential risk within the workforce system:

- Variations in local service delivery;

- Inconsistent quality of counseling to help students transfer into training and employment;
- Variable degrees of engagement between employers and educators; and
- Federal restrictions on services particularly in TANF.

The QA/Finance team will be mindful of the auditor's findings and will commit to innovation and improved performance. The PacMtn One Workforce system may look different from the rest of the State as we attempt to break calcified old practices to develop new, improved ways of meeting the diverse needs of our job seekers and employers.

Coordination of Career Services

WIOA places a strong emphasis on planning and implementation across multiple partner programs to ensure alignment in service delivery. To better align career service delivery across the One Workforce system MOU partners will adopt a strategic, co-enrollment model. Utilizing co-enrollment as a strategy will allow the system to further leverage resources and reduce duplicative services for maximum benefit to a participant. Furthermore, strategic co-enrollment can increase program and participant success, maximize resources, enable greater efficiencies in service delivery, and align services with regional sector pathways.

By braiding resources and realigning program service delivery models, One Workforce will redefine participant flow and facilitate access to services for many more individuals than we have historically served. Implementation of strategic co-enrollment is a seamless approach to enhance a more efficient use of system resources on behalf of participants. In the past partners were encouraged to refer individuals to a WorkSource center, while this may still be appropriate for basic career and labor exchange services, individuals in need of individualized career and training services will continue to receive services from their primary service provider.

By coordinating efforts between MOU partners and the system Title I provider we will reduce duplicative services that, in the past, often created competition between service providers. Instead of competing as another direct service provider, One Workforce Title I providers will now assist partners to identify and select individuals for co-enrollment who need WIOA training and support. Part of the co-enrollment process will include determining eligibility, gathering required documentation for enrollment, and developing an individual participant plan (in some cases, individuals who already have a plan may add to an existing plan rather than create a new one) that will lead to a high-quality job in an in-demand occupation in the PacMtn region.

By adopting a co-enrollment strategy, One Workforce can further advance local and regional objectives by creating shared service delivery standards that maximize regional resources. WIOA participants are shared across the system and the entire system is responsible for each

participants success. Strategic co-enrollment builds upon aligning, coordinating, and integrating programs and services to scale our outreach to all priority populations and eligible participants in the region. This expansion beyond designated physical locations will provide access to more job seekers who wish to find job opportunities that will ensure long-term economic self-sufficiency and economic security.

Partner Coordination Responsibilities

Each partner will need to ensure that their component of service delivery, coordination, and case management is in sync with the other partners and that there is an effective communication system in place with system functional teams and assigned Title I Talent Recruiters. The U.S. Department of Labor expects system staff to be cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency. Cross-training allows staff from differing partner programs to understand every program and to share their expertise about the needs of specific populations so participants can be better served

The following points describe partner responsibilities:

- Develop information and confidentiality policies/procedures for information sharing and maintaining the data within the case management record.
- Determine eligibility and prioritize targeted populations across programs for co-enrollment, including supportive services.
- Make participant referrals to One Workforce partner agencies as necessary.
- Track and monitor participant activities and services, placement, and follow-up services, and entering the information into the case management system(s). In the beginning service providers will work with their assigned Talent Recruiter to gather documentation to be inputted into ETO. Eventually, the goal is service providers will enter data directly into ETO.
- Providing sufficient documentation in the participant case file.
- Work closely with Title I Talent Recruiters and the Business Solutions team to place participants into high quality job opportunities.

When is Co-Enrollment Appropriate?

- Services being offered to the participant reduces any barriers to employment and allows them to fully participate in all appropriate programs, including those identified in their career pathway.
- The participant requires services and/or activities from multiple partner programs and can use leveraged resources from the various funding streams.
- The participant is in need of and wants the services identified in any initial or subsequent assessment(s).

- Where applicable, participant meets any eligibility requirements or is able to meet requirements with assistance and is willing to commit to WIOA's goals for re-employment.
- Identified programs and services are not duplicative and do not supplant any services, the creation of employability plans, training, job placement assistant, or follow-up services.

Title I Service Provider Roles and Responsibilities

With guidance and oversight of the Community Partner team, the contracted Title I provider will serve all MOU partners in a facilitator/navigator role. An essential component of strategic co-enrollment is identifying when a participant can benefit from being enrolled in more than one partner program at the time of intake. Many partner programs have common eligibility requirements as well as flexibility within their requirements that allow for participants to be co-enrolled. With the assistance of Title I Talent Recruiters, partners can collaborate to develop a universal intake/enrollment application that can be used by all partners to assess the eligibility for multiple programs, enroll where possible, and make useful referrals. Common intake involves the Title I Talent Recruiters to cross-train and train MOU partners in the functions and basic eligibility requirements of multiple programs.

The benefits of a common intake process may include, but are not limited to, the following:

- Reduces the paperwork required for an individual to provide and complete during intake.
- May include authorization to release information that allows partners to share and enter information in their respective case management system.
- Streamlines data sharing and supports the tracking of referrals, co-enrollments, and outcomes.
- Helps people with multiple barriers access coordinated services.

Case Management

Case management is integral to participant success and the overall One Workforce system. The Title I service provider is responsible to track co-enrolled participant progress across multiple partner programs. As not all system partners are currently able to use the same system, it is important for partner programs to keep in communication and share responsibility of case managing co-enrolled participants with the Title I provider. All programs are responsible for carrying out activities in accordance with their laws and regulations. This may include follow-up and retention.

Shared, integrated case management allows co-enrolled individuals who are need of WIOA services and resources to remain with their primary case manager. Rather than ask customers to travel between multiple service providers for specialized assistance, the Title I provider will bring their expertise and resources to MOU partners. The Title I service provider will not interact with WIOA participants directly but rather serve as subject matter experts to MOU partners. One Workforce Partners will gain access to resources and additional funding streams they normally would not have availability to without co-enrollment.

Strategic, co-enrollment enhances existing case management relationships throughout the region without duplicating or supplanting services. The goal is to scale up WIOA services by sharing resources throughout the region where individuals are already being served. Historically, supportive services, including WIOA funding, were sporadically offered across the region with some services more readily available than others. Strategic, co-enrollment coupled with an integrated case management model ensures access to resources are distributed fairly to eligible participants across the entire One Workforce region.

Shared Performance

The standardization of WIOA indicators of performance introduces the ability to “share” performance across core programs, which enables multiple core programs to take credit for co-enrolled participants. For example, if a participant is co-enrolled in Title I Adult, and Title IV Vocational Rehabilitation, both programs can take performance credit for the recognized credential obtained from attending a training funded by Title IV. By developing and implementing strategic co-enrollment strategies across the One Workforce region all partners work together as one by leveraging resources and aligning our services to help all our customers achieve their employment and long-term economic goals. As a result, the entire system benefits from improved performance of co-enrolled WIOA participants.

UNIVERSAL & PROGRAMMATIC ACCESS PROCESS FOR WORKSOURCE SERVICES

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 WorkSource Partners programs are available to provide direct referrals and services via cross-training, facilitated by the WorkSource 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 WorkSource 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.

WorkSource Partners agree to only use the commonly accepted descriptors of the WorkSource System when referring job seeker and business customers among sites, programs and services.

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:

Priority Populations

- 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
- Black, Latinx and other people of color as established by the PacMtn Board of Directors

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

- [Identify and Expand Connection & Affiliate Sites](#) as a way to provide greater access to services at sites that the region's residents already frequent – libraries, community centers, community-based organizations, etc.

- [Assign the responsibilities of the state required Accessibility Subcommittee to the Priority 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.
- Demand-driven system
 - Business sector engagement
 - Career pathways
- Develop talent through job-seeker individual participant plans
 - Career interests -
 - Self-sufficient wages
 - Skill development and work experience
 - Mitigation of barriers
- [Leverage, braid, and align as part of the One Workforce Investment 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 in the WorkSource System. At a minimum, the WorkSource Partners will use the strategy, as appropriate, to:
 - Per Federal guidance, co-enroll qualified TAA and NAFTA-TAA certified workers into the WIOA Title Ib Dislocated Worker program.
 - Leverage a career pathway model
 - Find additional opportunities to co-enroll job seekers into programs and services.

[COMPLAINTS](#)

The WorkSource Partners agree to be responsive to customer concerns and complaints, and act when appropriate in accordance with state, local area, agency, or program complaint policies.

OPERATING BUDGET AND INFRASTRUCTURE FUNDING AGREEMENT (IFA)

The WorkSource System operating budget and IFA are incorporated into this MOU as Attachment B. These documents were developed based on the information available from the partners and lease holders in the region. The applicable parties have signified their approval of this budget and IFA through their signatures to the MOU.

The allocation of costs is in line with the Federal authorizing statutes of the required WorkSource Partners and the Federal Cost Principles requiring that costs are reasonable, necessary, and allocable

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 and well as any executed data sharing agreements. Partners acknowledge that the execution of this MOU, by itself, does not function to satisfy all of these requirements, nor does this agreement supersede those requirements.

The WorkSource Partners will work together, based on customer informed consent, to continually find ways to improve the collection and sharing of data for the purpose of improving services within requirements to maintain confidentiality.

All WorkSource Partners will be trained in the protection, use, and disclosure requirements governing Personal Identifying Information (PII) and any other confidential data for all applicable programs, including Family Educational Rights and Privacy Act (FERPA)-protected education records, confidential information in Unemployment Insurance (UI) records, and personal information in Vocational Rehabilitation records.

WorkSource Partners agree to abide by all applicable Federal, State, and local laws and regulations regarding confidential information, including PII from educational records. WorkSource Partners will respect and abide by the confidentiality policies and legal requirements of all of the other partners.

WorkSource 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. WorkSource 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.

DURATION AND MODIFICATION

The date when all signatures are obtained, whichever is sooner, and shall remain in effect through June 30, 2025.

Generally, 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.

Major modifications, which consist of substantial changes, such as the removal or addition of a required WorkSource 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.

Additionally, when reconciliation of infrastructure costs results in changes of more than 15% to IFA contributions, a fully signed amended MOU will be executed.

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 major modification. Oral agreements shall have no effect.

STEPS TO REACH CONSENSUS

1. Notification of Partners

The Chair of the PacMtn Board of Directors (or designee) must notify all Parties in writing that it is necessary to renew and execute the MOU and provide all applicable policies and preceding MOU documents, as applicable.

2. Partner Meeting

The Chair of the PacMtn Board of Directors (or designee) is responsible for contacting all required and optional One Workforce Partners to formally kick-off negotiations, and to ensure that, at a minimum, all Partners from all counties within the PacMtn region are appropriately notified and represented. The Chair of the PacMtn Board of Directors (or designee) must provide a detailed review of all relevant documents, facts, and information and ensure all Parties have sufficient time to ask questions or voice concerns and are fully aware of expectations and the overall process.

3. Negotiations

Partners must submit all relevant documents to the Chair of the PacMtn Board of Directors (or designee) to begin the drafting of the MOU. During this period, formal or informal meetings (informational and negotiation sessions) may take place virtually or in person, so long as they are conducted in an open and transparent manner, with pertinent information provided to all Parties.

4. Draft MOU

The Chair of the PacMtn Board of Directors (or designee) must email a complete draft of the MOU to all Parties following negotiations.

5. Notification of Partners

Within three (3) weeks of receipt of the draft MOU, all Parties must review and return feedback to the Chair of the PacMtn Board of Directors (or designee). It is the responsibility of the Chair of the PacMtn Board of Directors (or designee) to ensure all One Workforce Partners to the MOU are aware of the comments and revisions that are needed.

6. Finalized Draft

The Chair of the PacMtn Board of Directors (or designee) must circulate the finalized MOU and secure Partner signatures. The WIOA MOU will be considered fully executed once all signatories have reviewed and signed, and a signed copy has been returned to all Parties.

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 resolved 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 PacMtn Board of Directors. The dispute will be on the agenda of a regular or special meeting of the PacMtn Executive Finance 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 WorkSource 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 WorkSource Partners will refer the dispute to the state as per WorkSource System Policy 5410 Rev1: Dispute Resolution and Appeals.

MODIFICATION PROCESS

When a Partner wishes to modify the MOU, the Partner must first provide written notification to all signatories of the existing MOU and outline the proposed modification(s).

Upon notification, the Chair of the PacMtn Board of Directors (or designee) must ensure that discussions and negotiations related to the proposed modification take place with Partners in a timely manner and as appropriate.

Depending upon the type of modification, this can be accomplished through email communications of all the Parties. If the proposed modification is extensive and is met with opposition, the Chair of the PacMtn Board of Directors (or designee) may need to call a meeting of the Parties to resolve the issue. Upon agreement of all Parties, a modification will be processed.

If the modification involves substitution of a party that will not impact any of the terms of the agreement, it can be accomplished by the original party and the new party entering into an MOU that includes the Chair of the PacMtn Board of Directors, wherein the new party assumes all of the rights and obligations of the original party. Upon execution, the Chair of the PacMtn Board of Directors (or designee) presents the agreement as a proposed modification to the MOU, and the remaining steps are followed.

If determined that a Partner is unwilling to agree to the MOU modification, the Chair of the PacMtn Board of Directors (or designee) must ensure that the process in the aforementioned Dispute Resolution section is followed.

GENERAL PROVISIONS

This Agreement will be interpreted under Washington State Law or Federal Law as applicable. It is understood by the WorkSource 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.

It is understood and agreed by the WorkSource Partners that employees receiving compensation for work performed under this Agreement are employees of the partner agency that compensates, supervises, trains, and provides benefits and other support to that employee, and that each partner is solely responsible for compensation to its employees, as well as any associated benefits and taxes.

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

- Provide representatives to support the work of the Priority Populations Committee.
- Continually enhance the use of the technology to expand access to services.
- Coordinate and cooperate with the WorkSource 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.
- Use the approved system brand, logos and EO language for all press releases, brochures, printed material, reports and newsletters related to WorkSource in the PacMtn region.

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.

INDEMNIFICATION

To the extent allowable under Washington State law, 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.

AUTHORITY

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.

SIGNATURES

This MOU and any modification may be signed in counterparts, meaning each signatory can sign a separate document as long as the PacMtn 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.

AUTHORITY AND SIGNATURE

This MOU and any subsequent modification are being executed in counterparts, meaning each signatory will sign a separate document, considered an original, as long as the PacMtn Chair (or designee) acquires signatures of each party and provides a complete copy with each party's signature to all the other Parties. Signatures may be provided in wet ink, faxed, or sent as an electronic signature.

I understand that this MOU expires either upon major modification as outlined above, upon termination, or on June 30, 2024, whichever occurs earlier.

By signing my name below, I certify that I have read the entire document and have the legal authority to commit my agency to (check only the statement that applies to your agency):

- Supporting the terms outlined in the MOU and attachments.
- Fulfill the financial responsibilities to which my agency has committed in the Operating Budget and Infrastructure Funding Agreement (IFA) components of the MOU.

DEFINITIONS

Partner Rate: The amount each participating partner contributes as a core or required partner to the Work Source System Infrastructure Funding Agreement

Co-Enrollment Target: The number of students or participants WorkSource System partners agree to co-enroll into a One Workforce funded program. These individuals will become program participants in one or more of the funded programs in the One Workforce Investment fund upon meeting all applicable program requirements including eligibility.

Co-Enrolled Participant: A student or program participant who has been identified/selected by a participating WorkSource System partner (i.e., community college, Sound Learning, Title IV provider) who meets program eligibility criteria, all applicable programmatic requirements, and who agrees to participate in one or more of the programs in the One Workforce Investment fund.

One Workforce Program Requirements: The participant eligibility and programmatic requirements of the various programs that make up the One Workforce Investment Fund. These include at a minimum an IPP, chosen in-demand career pathway occupation, agrees to participate in case management and follow-up services. Additional requirements may apply.

Individual Participant Plan (IPP): The individual participant plan (IPP) is an individualized career service that is developed jointly by the co-enrolled participant and primary case manager/advisor. The plan is an ongoing strategy to identify employment goals, achievement objectives, and an appropriate combination of services for the co-enrolled participant to achieve their employment goals. Plans include choosing an in-demand occupation within a regionally recognized career pathway.

Career Pathway: The term “career pathway” means a combination of rigorous and high-quality education, training, and other services that—(A) aligns with the skill needs of industries in the economy of the State or regional economy involved; (B) prepares an individual to be successful in any of a full range of secondary or postsecondary education options, including apprenticeships registered under the Act of August 16, 1937 (commonly known as the “National Apprenticeship Act”; 50 Stat. 664, chapter 663; 29 U.S.C. 50 et seq.) (referred to individually in this Act as an “apprenticeship”, except in section 171); (C) includes counseling to support an individual in achieving the individual’s education and career goals; (D) includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster; (E) organizes education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable; (F) enables an individual to attain a secondary school diploma or its recognized equivalent, and at least 1 recognized postsecondary credential; and] (G) helps an individual enter or advance within a specific occupation or occupational cluster.

Follow-up Services: Follow-up Services are required for all WIOA Title Ib (Adult, Dislocated Worker, and Youth), Title III Wagner-Peyser, and Trade Adjustment Assistance (TAA) participants who have exited the program. Services are designed to help individuals retain employment, earn wage gains, and/or advance within their occupation. For Title I Youth, Follow-up services help ensure youth receive the support they need as they transition to the world of work or postsecondary education. Follow-up services involve assisting employers to retain their newly hired employees, including developing policies and procedures to address barriers that may negatively impact an employee's performance on the job.



IFA Funding Model

Core, Required, and Voluntary Partners	Partnership Rate	Co-enrollment Target	Support Services Access	Performance Measurement Return
Title 1b Adult	\$ 23,640	140		
EcSA - State	\$ 8,807	50		
Title 1b DW	\$ 23,640	145		
EcSA - Federal	\$ 8,807	50		
REO - Pathways	\$ 13,210	75		
QUEST NDWG	\$ 7,045	40		
Title 1b Youth	\$ 17,613	100		
Title II Centralia AEFLA	\$ 2,189	25	\$ 62,500	\$ 3,750
Centralia Perkins	\$ 3,502	40	\$ 100,000	\$ 6,000
Title II GHC AEFLA	\$ 2,189	25	\$ 62,500	\$ 3,750
GHC Perkins	\$ 3,502	40	\$ 100,000	\$ 6,000
Title II SPSCC AEFLA	\$ 3,064	35	\$ 87,500	\$ 5,250
SPSCC Perkins	\$ 4,378	50	\$ 125,000	\$ 7,500
Title II Olympic AEFLA	\$ 876	10	\$ 25,000	\$ 1,500
Olympic Perkins	\$ 1,751	20	\$ 50,000	\$ 3,000
Title II SSL AEFLA	\$ 1,313	15	\$ 37,500	\$ 2,250
Title III Wager-Peyser	\$ 19,700	16	\$ 40,000	\$ 2,400
ESD - JSV	\$ 3,940	45	\$ 112,500	\$ 6,750
ESD - TAA	\$ 3,940	45	\$ 112,500	\$ 6,750
ESD - UI/RESEA	\$ 29,550	11	\$ 27,500	\$ 1,650
ESD - Workfirst	\$ 7,004	80	\$ 200,000	\$ 12,000
Title IV Voc Rehab	\$ 3,940	45	\$ 112,500	\$ 6,750
Title V SCSEP	\$ 700	8	\$ 20,000	\$ 1,200
CSBG Coastal CAP	\$ -	50	\$ 125,000	\$ 7,500
L&I	\$ 1,970	40	\$ 100,000	\$ 6,000

\$

IFA Total \$ 197,000 1WFIF/Liability: 1,500,000 \$ 90,000

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\$ 196,271

IFA Costs		
\$	137,996	Space Related
\$	60,000	One-Stop Operator (50% of the contract)
\$	27,500	ESD Technology Costs (Included in sqft costs)
\$	197,996	IFA Total
\$	93,509	Partner Contributions
\$	104,487	Funded by One Workforce Investment Fund (Program lines 2-8)

One Workforce Investment Fund Allocation		
\$	1,500,000	Fund Amount
	600	Program Enrollment Target
	23%	Adult
	8%	State EcSA
	24%	Dislocated Worker
	8%	EcSA Federal
	13%	REO Pathways
	7%	Quest
	17%	Youth
	100%	Calculation Check

Enrollment Target Check		
	600	One Workforce
	600	Partner Co-enrollment Target

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retain their newly hired employees, including developing policies and procedures to address barriers that may negatively impact an employee's performance on the job.

Support Service Access: The amount of funds/resources available for participating partners to support student or program participant success. This amount is based on an average of \$2,500 per student/participant. The funds/resources may be used for training, work experiences including on-the-job Training and apprenticeships, incentives, and support for barrier mitigation as applicable. Federal, state and local (PacMtn) policies related to cumulative investment and priority of access do apply.

Performance Measure Return: The number of students who obtain a high-quality job and/or fill a job order in an in-demand career pathway occupation and who agree to participate in follow-up services with their employer for up to 12 months after exit. If a partner assists 70% of their co-enrollment target in achieving a positive outcome (obtain a high quality job and/or fill a job order in an in-demand career pathway occupation and who agree to participate in follow-up services), that participating partner will get 100% of their membership fee back (\$150/per co-enrolled participant).

Maximum Performance Measure Return: If a participating partner co-enrolls more than their target number, they can earn funds beyond their partner rate up to the amount shown in the table.

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