

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



TABLE OF CONTENTS

INTRODUCTION	4	Expanded community and industry outreach.	15
PURPOSE OF THIS MEMORANDUM OF UNDERSTANDING	4	Strengthened partnerships.	15
AUTHORIZING LEGISLATION	5	PARTNERS COMMITMENTS	16
STRATEGIC VISION	5	One-Stop Operator	16
Mission.	5	Department of Labor	16
Vision	5	Department of Education	17
Principles.	5	Department of Health and Human Services.	17
REGIONAL SERVICE DELIVERY GOALS	6	Additional One-Stop Partners	17
ONE WORKFORCE INVESTMENT STRATEGY.	10	One Stop Operator	18
Comprehensive Centers, which, at a minimum	10	Wagner-Peyser: Description of Services	18
Affiliated Sites, which, at a minimum,	11	Access to Wagner-Peyser Services.	20
Specialized One-Stop, which, at a minimum	11	Wagner-Peyser Performance.	21
Connections Sites, which, at a minimum	11	Rapid Response: Description of Service	22
Business Services / Solutions	12	Access to Rapid Response Services	22
Basic Career Services	13	Jobs for Veterans State Grant (JVSG):	
Individualized Career Services.	13	Description of Services.	23
Training	13	Priority Access for Vets & Eligible Spouses	23
Youth Services	14	Access to JVSG Services.	23
BENEFITS OF PARTICIPATING IN AN INTEGRATED SYSTEM	15	Reemployment Services and Eligibility Assessment (RESEA) Program	23
Expanded workforce services for individuals at all levels of skill and experience	15	RESEA Performance	24
Access to multiple employment and training resources.	15	Office of Vocational Rehabilitation (VR)	
Integrated and co-enrollment processes for all eligible customers working with One Workforce partners	15	Title IV	24
Integrated and aligned business services strategy among One Workforce partners.	15	Access VR Services.	24
Expert advice from multiple sources.	15	Title II, Adult Education and Literacy	25
Relevance to labor market conditions	15	Access to Title II Services	25
		Title II Performance	25
		Carl D. Perkins Career and Technical Education (CTE)	26
		After College Outcomes.	27
		Title Ib – Adult, Dislocated, Youth: Description	

of Services	27	FUNDING AGREEMENT (IFA)	43
WIOA Title Ib- Youth	27	DATA SHARING AND CONFIDENTIALITY	43
WIOA Title Ib- Adult/Dislocated	28	DURATION AND MODIFICATION	44
Access to Title Ib Services	28	STEPS TO REACH CONSENSUS	44
Title Ib Performance	28	DISPUTES	45
Community Services Block Grant (CSBG)	29	MODIFICATION PROCESS	45
Senior Community Service Employment Program (SCSEP): Description of Services	30	GENERAL PROVISIONS	46
Access to SCSEP Services	30	NON-DISCRIMINATION CLAUSE	47
SCSEP Performance	30	INDEMNIFICATION	47
Trade Adjustment Assistance (TAA)	31	AUTHORITY	47
WorkFirst.	33	SIGNATURES	47
Participant Flow Chart	33	AUTHORITY AND SIGNATURE.	47
WorkFirst Partner Roles	33		
Labor & Industries – Injured Workers	34	ATTACHMENTS	
FUNCTIONAL TEAMS	35	Attachement A: Partner and Site Matrix	51
Common Goals of Functional Teams	35	Attachment B1: Infrastructure	
Establishment of Functional Teams	36	Funding Agreement	52
Customer Engagement Team Function	36	Purpose	52
Community Partner Team Function	36	Parties to the IFA.	52
Business Solutions Function	37	One-Stop Infrastructure Costs	52
Quality Assurance (QA) and Finance Team		Methodology	53
Function	38	Attachment B2: One-Stop System	
Coordination of Career Services	39	Budget Estimate	55
When is Co-Enrollment Appropriate?	40	Attachment B3: Comprehensive Site	
Shared Performance	40	Operating Budget and Career &	
UNIVERSAL & PROGRAMMATIC ACCESS PROCESS		Shared Services Distribution	56
FOR WORKSOURCE SERVICES	40	Attachment B4: Comprehensive Center	
INCREASED AND MAXIMIZED ACCESS.	41	Allocation of Space - Thurston County.	57
PACMTN LOCAL BOARD STANDING		Attachment B5: Partner Allocation Summary –	
COMMITTEES	42	Comprehensive & Affiliate	58
COMPLAINTS	43		
OPERATING BUDGET AND INFRASTRUCTURE			

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 Council (PacMtn), the regions local workforce development board (LWDB), seeks to establish an integrated workforce development system (One Workforce) 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 Chief Locally Elected Official (CLEO), the core and required federal workforce programs (WorkSource Partners), the One-Stop Operator (Operator), and the additional local partners that comprise the local One-Stop System (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 employers and job seekers pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA) and the 2020-2024 Regional Strategic Workforce Plan (Local Plan), develop in response to the state’s Talent and Prosperity Plan, by PacMtn with support from the WorkSource Partners and CLEO.

The partner 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 and CLEO, 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 LWDB, with the agreement of the CLEO, to develop and enter into a MOU between the LWDB and the WorkSource 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 20 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 the Local Plan.

MISSION

To lead a dynamic regional workforce through collaboration and investment that enhances economic success.

VISION

A thriving region where communities, business, and industry pave the way for prosperity and economic success.

PRINCIPLES

Excellence:

Prioritize the public's needs in every decision and action, striving for high-quality services that focus on seamless and effective solutions for every individual, reflecting our commitment to enhance industry growth and sustainability.

Collaboration:

Foster economic success across the five-county area through collaborative regional strategies and partnerships. Align our goals and resources with those of our partners in economic development, business, labor, and education to ensure comprehensive regional progress.

Innovation:

Embrace innovation and creativity as the driving forces behind our progress. Utilize feedback from employers and job seekers to challenge the status quo, ensuring our solutions and strategies remain cutting-edge and impactful.

Diversity, Equity & Inclusion:

Emphasize the importance of diverse thoughts, ideas, and solutions to drive innovation and success for a demand driven region. Ensure an inclusive environment that offers equitable access to those furthest from opportunity.

Integrity and Respect:

Uphold integrity, honesty, and openness, fostering an environment of personal excellence, constructive self-assessment, and continual improvement. Mutual respect is paramount, both within our organization and in our external engagements.

Continuous Improvement:

Promote a culture of continuous improvement and professional development within an integrated system of partners. Leverage shared data and regular performance reviews to enhance outcomes and drive measurable improvements.

Strategic Alignment & Accountability:

Align our strategies, actions, and resources toward achieving shared objectives with a commitment to accountability in our outcomes. Work collaboratively with various organizations, delivering a superior customer experience through an integrated, systematic approach.

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.

Credentialing & Training

By 2028, employers and job seekers have increased participation with industry-recognized credential opportunities that enhance economic success.

GROUP	GOALS	STRATEGIES	MEASURE OF SUCCESS
Business	<ol style="list-style-type: none"> 1. Increase business participation in credentialing and training programs. 2. Increase the number of businesses that integrate industry-recognized credentials into hiring and workforce development practices 	<ul style="list-style-type: none"> • Conduct outreach campaigns • Convene business roundtables. • Collect industry skill gap data. 	<ul style="list-style-type: none"> • Number of businesses participating in development and recognition of credential programs. • Number of businesses integrating credential recognition in job descriptions
Customers/ Community (including Youth)	<ol style="list-style-type: none"> 1. Increase participation with credentialing opportunities among job seekers and community members, particularly youth. 2. Increase access to measurable skill gain and completion rates. 	<ul style="list-style-type: none"> • Develop comprehensive Career Pathway maps that outline clear routes from education to employment. • Launch targeted marketing campaigns in schools, colleges, and community organizations. • Connect individuals to support services available. 	<ul style="list-style-type: none"> • Survey results indicating the level of community awareness and satisfaction. • Percentage of training enrollments and completion rates, particularly youth.
Workforce System Partners	<ol style="list-style-type: none"> 1. Increase number of co-enrolled participants from partner programs. 2. Increase partner outcomes. 	<ul style="list-style-type: none"> • Identify and secure a diverse portfolio of funding sources, including grants, public funding, and private sector partnerships, to support the development and expansion of credentialing programs. • Inform and education partners on Quality Jobs and the value of credentialing. 	<ul style="list-style-type: none"> • Number of referrals to training resulting in credential attainment. • Number of partners with improved outcomes for co-enrolled participants

Job Quality

By 2028, employers and job seekers are participating in the development and implementation of a regional Quality Jobs framework.

GROUP	GOALS	STRATEGIES	MEASURE OF SUCCESS
Business	<ol style="list-style-type: none"> 1. Active participation of business in the development of a Regional Quality Job Framework 2. Recognized high road employers in each industry sector with identified high quality jobs. 3. Establish related career pathways and expand access to training. 	<ul style="list-style-type: none"> • Create a Quality Jobs Advisory Group where businesses can drive the conversation about job quality. • Target engaged businesses as recognized high road employers. • Implement mentorship and training that encourages job quality knowledge within industry. 	<ul style="list-style-type: none"> • A regional Quality Jobs Framework • Number of businesses participating. • Measurable improvements in employee skills, compensation, and overall workplace satisfaction.
Customers/ Community (including Youth)	<ol style="list-style-type: none"> 1. Strengthen community awareness of high road employers and quality jobs. 2. Expand career connected learning opportunities directly connected to high road employers and quality jobs. 3. Community recognizes quality jobs framework as a key strategy in community development 	<ul style="list-style-type: none"> • Launch educational campaigns to increase awareness of high road employers and quality jobs. • Collaborate with schools and youth organizations to integrate career development related to high road employers and job quality initiatives. • Partner with community organizations who prioritize resources for high road employers with quality jobs. 	<ul style="list-style-type: none"> • Increased community engagement and awareness, as evidenced by survey results. • Higher participation rates of youth accessing high quality jobs. • Increased reports of self-sufficiency.
Workforce System Partners	<ol style="list-style-type: none"> 1. System wide awareness of high road employers and regional job quality initiatives. 2. Simplify processes for job seekers to connect to a career pathway to access employment opportunities with high road employers. 3. Effective implementation and continuous improvement of career pathway navigation. 	<ul style="list-style-type: none"> • Host job quality workshops/webinars to educate and collect feedback. • Improve one-stop model to create more efficient navigation of resources and services to those career pathways. • Foster collaborative partnerships among workforce system partners to facilitate shared learning. 	<ul style="list-style-type: none"> • Reported awareness and support of workforce system partners of high road employers and regional job quality initiatives. • Number of job seekers report satisfaction in training and job placement. • Demonstrable improvements in the implementation of career pathway navigation.

System Integration & Delivery

By 2028, increase participation with the regional workforce development system by developing strategic partnerships integrating system services, data, accountability, and resources.

GROUP	GOALS	STRATEGIES	MEASURE OF SUCCESS
Business	<ol style="list-style-type: none"> 1. Increase employers participating in the workforce system. 2. Foster an integrated workforce system that is responsive and tailored to the needs of business. 	<ul style="list-style-type: none"> • Increase career pathways. • Use One Workforce model in partnership with the Quality Job Framework to connect talent to opportunity. 	<ul style="list-style-type: none"> • Number of career pathways. • Number of high quality jobs filled.
Customers/ Community (including Youth)	<ol style="list-style-type: none"> 1. Improve community and youth access to integrative workforce services. 2. Increase community awareness and engagement with high road employers and high quality jobs. 	<ul style="list-style-type: none"> • Launch community outreach programs, including workshops and information sessions to raise awareness of high quality career pathways. • Conduct targeted marketing campaigns and keep online portals up to date and relevant. 	<ul style="list-style-type: none"> • Metrics on communities access resources from One Workforce. • Usage and satisfaction rates of digital platforms designed for accessing workforce services.
Workforce System Partners	<ol style="list-style-type: none"> 1. Strengthen awareness of the One Workforce model and Quality Job Framework 2. Continue development of the One Workforce model. 	<ul style="list-style-type: none"> • Increase participation in One Workforce model and selection of quality jobs. • Organize joint training and development sessions to align service delivery methods and objectives. 	<ul style="list-style-type: none"> • Increased number of co-enrolled job seekers. • Improved program outcomes for all programs.

ONE WORKFORCE INVESTMENT 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.

The sites of the WorkSource System in the region are described in Attachment A. In a number of cases, the required WorkSource Partners are not co-located, but are in the same building or programmatically accessible via electronic means to assure access to services. As defined by WorkSource System Policy 1016, Revision 1, the system consists of:

Comprehensive Centers, which, at a minimum

- A physical location where job seeker and employer customers can access the programs, services, and activities of all require one-stop partners, along with any additional partners as determined by the LWDB as described in 20 CFR 678.305 and 34 CFR 361.305
- Must have at least one Title 1b staff person physically present
- Must provide:
 - » Career services described in 20 CFR 678.430
 - » Access to training services described in 20 CFR 680.200
 - » Access to employment and training activities carried out under WIOA Sec. 134 (d)
 - » Access to programs and activities carried out by one-stop partners described in 20 CFR 678.400 including Employment Services programs authorized under the Wagner-Peyser Act, as amended by WIOA Title III
 - » Access to labor market information
- See state policy 1016, revision 1 section 4 definitions for full details

Affiliated Sites, which, at a minimum,

- Affiliate one-stop sites are access points in addition to the comprehensive one-stop site and must be implemented in a manner that supplements and enhances customer access to services as described in 20 CFR 678.310-320 and 34 CFR 681.310
- Must:
 - » Make available to job seeker and employer customers one or more of the one-stop partner' programs, services, and activities
 - » Does not need to provide access to every required partner program
 - » The frequency of program staff's physical presence in the affiliated site will be determined at the local level with the parameters of 20 CFR 678.310
 - » Wagner-Peyser Act employment services cannot be a stand-alone affiliate site and additional partner or partners must be physically present a combined 50% of the time the center is open per 20 CFR 678.315
- See state policy 1016, revision 1 section 4 definitions for full details

Specialized One-Stop, which, at a minimum,

- Based on local workforce needs, the LWDB, in conjunction with partners and the one-stop operator, may determine that a specialized center is appropriate to service particular population(s) described in 20 CFR 378.320 and 20 CFR 678.300 (d)(3):
 - » Must be connected to a comprehensive one-stop site
 - » Must be implemented in a manner that supplements and enhances customer access to services
 - » Do not need to provide access to every required partner
 - » Must have processes in place to make referrals to these sites and the programs therein
 - » Wagner-Peyser Act employment services cannot be a stand-alone specialized one-stop sites per 20 CFR 678.315 as additional partner or partners must be physically present a combined 50% of the time the center is open
 - » Must be physically and programmatically accessible to individuals with disabilities, per 29 CFR 38
- See state policy 1016, revision 1 section 4 definitions for full details

Connections Sites, which, at a minimum,

- Connection sites are self-service only entry points designed to enhance and supplement customer access to information such as connection to job search services, unemployment, online learning, skills development etc.:
 - » Must be accessible to the general public during regularly scheduled, posted days and hours
 - » Must be physically and programmatically accessible to individuals with disabilities, per 29 CFR 38
 - » Must follow branding expectations consistent with WorkSource standards and include the

AJB tagline

» Must be formally recognized by the LWDB

- See state policy 1016, revision 1 section 3 Policy (v) Connection Sites for full details

The parties to this MOU include the entities responsible for the delivery of programs specified in WIOA which are represented in the PacMtn region. The WorkSource System 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. WorkSource 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)]

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 (20 CFR 678.430, 678.435, 680.200).

Business Services / Solutions

- 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 WorkSource Partner programs and services
- 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 talent and the alignment to demand
- 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
- Connection to services related to basic needs, job readiness, education and training, work experience, and others 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
- Literacy activities related to work readiness
- Individual employment counseling and career planning
- Career Services 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
- 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

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.

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 Partners 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 COMMITMENTS

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 and Program Operations Task Force, PacMtn staff, and the 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 career services 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
- Encourage all administrators, staff, and faculty who will interact with the One Workforce system to complete the WorkSource PacMtn Onboarding Certificate.
- Individual partners and programs contributions to the PacMtn WorkSource System are defined as follows:

One-Stop Operator

The PacMtn 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 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 Operator.

Department of Labor

- WIOA title Ib programs: Adult, Dislocated Worker, and Youth formula programs
- Job Corps.
- Youth Build
- Native American programs
- 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
- National Dislocated Worker Grant

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.)
- 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

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

One Stop Operator

In accordance with CFR 678.20 the basic role of the One-Stop Operator, under the direction of the local PacMtn board, is to coordinate the service delivery of One Workforce system partners in addition to ensuring the WorkSource sites meet credentialing requirements. Coordinating service delivery involves several activities, including the following:

- ensuring that comprehensive center, affiliate sites, and connection sites provide the services (and access to other services) as required by WIOA,
- participation in PacMtn Standing Committee meetings,
- coordinate system training activities in alignment with the vision and strategy of the local board's One Workforce service delivery model,
- reduce duplicative services and activities as necessary to create seamless access to system resources,
- encourage leveraging resources across partner organizations to strategically align and complement existing services, add value to improve performance outcomes, and conserve resources by scaling and sharing service delivery across all partners.

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 if 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 assisted job search and job placement assistance; career counseling; needs and interest assessments; workshops; development of an individual employment plan; and career services as appropriate and needed. For a complete list of Wagner Peyser (Title III) services see the following link: [Basic Career Services](#)

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.

Per TEGL 19-16, the Wagner Peyser program includes vital self-service and informational services which would result in the Wagner Peyser program having a high percentage of reportable individuals. Even though these individuals are not included in the performance accountability calculations, the Department of Labor strongly supports these services and other services which can be provided virtually.

CFR 677.150 (b) defines a Reportable Individual as an individual who has taken action that demonstrates an intent to use program services and who meets specific reporting criteria of the program, including:

- (1) Individuals who provide identifying information;
- (2) Individuals who only use the self-service system; or
- (3) Individuals who only receive information-only services or activities.
- (4) For the purposes of the title IV VR program only, a student with a disability who solely receives pre-employment transition services, and who has not applied or been determined eligible for VR services and who does not have an approved and signed IPE.

For further clarity, as set forth in detail in section 677.150(a)(3) the following individuals are not participants:

- Individuals in an AEFLA program who have not completed at least 12 contact hours;
- Individuals who only use the self-service system; and
- Individuals who receive 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.

As described in TEGl 19-16, a high percentage of job seekers will utilize the One Workforce system as reportable individuals utilizing public labor exchange services. As described in CFR 652.3 the public labor exchange system:

- (a)** Assist job seekers in finding employment, including promoting their familiarity with WorkSourceWA and other technology tools and resources;
- (b)** Assist employers in filling jobs;
- (c)** Facilitate the match between job seekers and employers;
- (d)** Participate in a system for clearing labor among the States, including the use of standardized classification systems issued by the Secretary, under sec. 15 of the Wagner-Peyser Act;
- (e)** Meet the work test requirements of the State unemployment compensation system; and
- (f)** Provide labor exchange services as identified in § 678.430(a) sec. 7(a) of the Wagner-Peyser Act, and sec. 134(c)(2)(A)(iv) of WIOA.

To continue to meet the universal access to labor exchange services provided by the Wagner Peyser program in a period of diminishing resources, the One Workforce system recognizes the variety of flexible and adaptive service strategies in CFR 652.207(b)(2):

- (2)** The State must have the capacity to deliver labor exchange services to employers and job seekers, as described in the Wagner-Peyser Act, on a statewide basis through:
 - (i) Self-service, including virtual services;
 - (ii) Facilitated self-help service; and
 - (iii) Staff-assisted service, including virtual services;

One Workforce does not preference one strategy over another. Each service delivery strategy is designed to respond to differing service needs and differing service populations. The strategic use of all three service delivery modes allows staff to dedicate limited staff time and resources to customers who are most in need of staff-assisted services.

A Wagner Peyser Participant is defined in CFR 677.150 as the following:

(a) Participant. A reportable individual who has received services other than information-only services and activities, after satisfying all applicable programmatic requirements for the provision of services, such as eligibility determination.

- (1) For the Vocational Rehabilitation (VR) program, a participant is a reportable individual who has an approved and signed Individualized Plan for Employment (IPE) and has begun to receive services.
- (2) For the Workforce Innovation and Opportunity Act (WIOA) title I youth program, a participant is a reportable individual who has satisfied all applicable program requirements for the provision of services, including eligibility determination, an objective assessment, and development of an individual service strategy, and received 1 of the 14 WIOA youth program elements identified in sec. 129(c)(2) of WIOA.

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:

- Intake and orientation.
- Identification of additional programmatic needs.
- Provision of basic labor exchange career services, such as job search assistance, general workforce information, and resume assistance.
- Develop individualized employment plan WIOA 143(c)(2)
- Initial informal assessment to determine basic skills, strengths, interests, prior work history and family situation. A formal assessment is not required.
- Provision of information and direct linkage to One-Stop partner and community services identified in the Individual Employment Plan, if available.
- Provision of information on training available in local and regional areas, information on individual counseling to determine which training is suitable training, and information on how to apply for such training.
- Provision of information on applying for financial aid and notifying participants that they may request financial aid administrators at institutions of higher education to use the administrators' discretion under section 479A of such act (20 U.S.C. §1087tt) to use any other recent 12 month period, rather than prior year income data, for determining the amount of need of the participant for Federal financial assistance under title IV of such Act (20 U.S.C. §§1070 et sep).
- Provision of employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including:
 - i. Job vacancy listing in such labor market areas; and
 - ii. Information on job skills and education necessary to obtain jobs identified in job vacancy listings; and
 - iii. Information relating to local occupations that are in demand and earnings potential of such occupations.
 - iv. Upon customer request, continued efforts to reach out to provide additional assistance with obtaining employment

Wagner-Peyser Performance

Wagner-Peyser participants are counted in the Wagner-Peyser performance measures after satisfying all applicable programmatic requirements for the provision of services, including eligibility determination.

One Workforce 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 layoff aversion. 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 ESD 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 and Consolidated Positions. In Washington State, Consolidated Positions are titled Consolidated Veterans Service Representatives (CVSRs).

Priority Access for Veterans and Eligible Spouses

In accordance with Veterans Program Letter 07-09 and 38 USC 4215, veterans and eligible military spouses are provided priority access to all WorkSource services and programs that are either fully or partially funded by US Department of Labor. These include, but are not limited to, training programs and employment services. Veterans and eligible spouses are advised of their priority of service at the point of entry into the WorkSource system, whether that is in-person or virtual.

Access to JVSG Services

- a) A CVSR or DVOP will conduct face-to-face contact with employers, plan and participate in job and career fairs and conduct job development with employers. A CVSR or DVOP will facilitate employment, training, and placement services furnished to veterans, promote the benefits of employing veterans, and facilitate employer training. A CVSR or DVOP will work with other partners and workforce development provided to communicate employer outreach and job openings
- b) 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. Screening for qualifying barriers is performed by intake and partner program staff using the Veterans Screening Questionnaire. Eligible veterans and military spouses are referred to the DVOP or CVSR.
- c) 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.
- d) Veterans, ages 18-24 and transitional service members are eligible to meet with the DVOP to receive one-on-one career services.

Reemployment Services and Eligibility Assessment (RESEA) Program

Washington sees RESEA as a primary entry point into its statewide WorkSource System. The foundational element of the RESEA program is an in-person or virtual 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.

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 IV

Office of Vocational Rehabilitation (VR) Title IV 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 services
- 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 staff member who works with students to address barriers to participation and to plan and prepare for transition to postsecondary education and/or training. Services in support of transition will be offered in a variety of ways: integrated into instruction, stand-alone group activities, and one-on-one 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.com

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
- Apprenticeship Program Completers
- Median Wages after Completion
- Professional/Technical Program Median Wages and Earnings
- Apprenticeship Wages

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

One Workforce Title Ib 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 services approach, Title Ib providers will facilitate co-enrollment into appropriate Title Ib and other grant funded programs to supplement and enhance existing partner programs. Once co-enrolled Title Ib staff will support direct service provider partners to assist co-enrolled participants in reaching their training and employment goals.

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

Title Ib 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
- » financial literacy
- » Job Ready workshops
- » supportive services
- » partner staff support/training
- » follow up services in coordination with the Business Solutions team

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 Ib- 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 Ib- 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 Ib Services

Title Ib 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 data validation, 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 Ib 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.

CSBG 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 serve
- 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.

Trade Adjustment Assistance (TAA)

Trade Adjustment Assistance (TAA) and Alternative or Reemployment Trade Adjustment Assistance (ATAA/RTAA) programs help workers who are unemployed due to foreign trade.

The Employment Security Department (ESD) provides these services using federal grant funds issued by the U.S. Department of Labor (USDOL). Eligible TAA program participants receive employment and case management services.

Occupational skills training

TAA can help with occupational skills training if:

1. There is no suitable employment in the local labor market. Suitable employment means work of a substantially equal or higher skill level than an individual's occupation of dislocation and wages for that type of work that are not less than 80 percent of their previous average weekly wage.
2. Individuals] would benefit from appropriate training.
3. There is a reasonable expectation individuals will get a job after the training.
4. The training must be reasonably available,
5. The training is suitable and available at a reasonable cost, and
6. Individuals are qualified to attend training, including having enough financial resources to complete the training if they run out of money.

ESD approved TAA training plans

Approved plans for different types of training may include:

Classroom: Normally conducted in a setting where students can interact with an instructor. Online coursework is also considered a form of classroom training. Classroom training must result in a final certificate, degree or other recognized training credential when you successfully complete the training.

Apprenticeship: Includes registered apprenticeships and other programs that include a paid work-based learning component and required educational component. Apprenticeships must result in a recognized credential when you successfully complete the training.

On-the-job: Provided by an employer to an employee. The employer will receive a wage reimbursement up to 50% for a set period of time. That time is determined by your petition number and the extent of training required.

Customized: Designed to meet special requirements of an employer or group of employers. The employer or group of employers must commit to employing those who successfully complete the

training. The employer to pay at least 50% of the participant wages.

- Per TAA Policy 3035:
 - » Must reimburse employers up to 50 percent for the cost of participants' wages for time spent during working hours in such OJT activities. All costs incurred under these provisions must have prior approval and be documented by employers.
- Cost for classroom training or other required job-related training provided to participants as part of OJT may be reimbursed to OJT employers only if such training is in addition to the level of those provided to regular employees.

The TAA program may pay for approved training programs. Covered costs include:

- Tuition, required books, tools, equipment and fees.
- Remedial and prerequisite training may be included as part of your approved TAA training plan.
- Allowances to offset the cost of a second household while attending out-of-area training.
- Allowances to offset the expense of traveling to training outside the defined commutable area.

Trade Act Performance

Employment Rate - 2nd Quarter After Exit	The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program.
Employment Rate - 4th Quarter After Exit	The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program.
Median Earnings - 2nd Quarter After Exit	The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program, as established through direct UI wage record match, Federal or military employment records, or supplemental wage information.
Credential Attainment	The percentage of those participants enrolled in an education or training program (excluding those in OJT and customized training) who attained 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.
Measurable Skill Gains	The percentage of participants who are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.

WorkFirst

WorkFirst is Washington State's program to assist recipients of Temporary Assistance for Needy Families (TANF) to meet their goals and provide well-being for their family. WorkFirst is a collaborative effort with families, WorkFirst case managers, and local community and partner agencies to build a stable foundation for employment, provide employment and training opportunities, and ultimately serve as a gateway to financial independence.

Participant Flow Chart

There are various stages a participant might go through to become independent of TANF. The process begins with an application for TANF cash aid and ends with a successful exit from the TANF program using job retention and wage and skill progression strategies for lasting gains. The interim steps include activities (like job search) and processes (like evaluation and helping the participant develop an IRP) that will help them meet their goals.

Not every participant goes through every stage. Individuals can find jobs and independence at any step in the process.

WorkFirst Partner Roles

The WorkFirst program mandates a new level of coordination between state agencies, tribal governments, and other key local area partners. Each WorkFirst partner has an important role to play and areas of expertise to contribute to helping participants achieve self-sufficiency. WorkFirst partners within each local area are held jointly accountable to work together and meet local area WorkFirst performance goals and targets.

Unless the outcome of the comprehensive evaluation or assessment indicates otherwise, employment services are the first activity for most. As part of the WorkFirst partnership, Employment Security has primary responsibility for helping TANF recipients build strong job-hunting tools and skills (such as applications, résumés and interviewing skills) and ensuring they are ready to conduct an effective job search. This includes connecting them with employers that are hiring, assisting them with the transition from TANF to work and, in some cases, referring them to training. In addition, Employment Security is contracted to deliver Strategies for Success, a series of life and soft skills workshops. Each of the six modules consists of 20 hours of instruction and self-study. Individuals may attend modules most relevant to their needs or complete all six modules, resulting in a certificate of completion for the course. While priority attendance is granted to WorkFirst participants (individuals receiving Temporary Assistance for Needy Families – TANF), all WorkSource customers are welcome to attend on a space available basis.

WorkFirst has Six Main Performance Goals

- Reduce the TANF caseload
- Reduce the TANF caseload
- Increase the number of participants in unsubsidized jobs.
- Increase the percentage of participants with earnings.
- Increase the earnings of participants.
- Reduce TANF returns.
- Increase child support collections.

Labor & Industries – Injured Workers

Depending on the severity of the injury or the type of work, individuals may have difficulty returning to work. In these cases, a claim manager may ask a vocational counselor to help with return-to-work options.

Employability Assessments

Some workers have injuries that make it impossible to return to work with their employer. However, they often have skills to do a different kind of work. If this is the case, employability may be assessed with the help of a vocational counselor, who can match your experience, education, knowledge, interests, age, skills and physical and mental capabilities to the job market in your area.

A claim manager will review the vocational counselor's recommendations and determine whether:

- An individual is employable in their area's job market and not eligible for further vocational services, or
- An individual is eligible for further vocational services. A vocational counselor then will develop a vocational plan with the goal of helping an individual become employable, or
- An individual is not able to work and are not eligible for further vocational services.

Vocational benefits are discretionary. They are aimed at helping a worker who can't return to their old job due to the effects of their injury and doesn't have the training or skills for a different job to become employable. Vocational benefits may include approved training plans. While actively participating in vocational services, an individual will continue to receive time-loss compensation benefits.

If vocational assistance is necessary to assist an individual in becoming employable, a vocational counselor will develop a training plan for L&I's approval. A vocational retraining plan includes a job goal based on your skills, interests, and medically documented limitations. The plan can include schooling or on-the-job training and can't exceed two years' duration. When a vocational retraining plan is approved, an individual can select one of two options: (1) begin the approved plan with the assistance of the vocational expert, or (2) an alternative that allows an individual to pursue training independent of L&I.

Performance Measures

The return of injured workers to the workforce is an important goal of any workers' compensation system.

- Return to Work Rates
- Percentage of Workers Earning 80% of Pre-Injury Wages

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 Operator, 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.com.

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, career services, 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 utilizes an integrated approach to 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 support 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.

Specifically, the workforce agency responds to the "pull" of employer demand by:

- looking for and referring applicants who are already qualified;
- helping unqualified individuals understand why they are not being considered for that employment and what they need to do to become qualified;
- assessing and addressing the services and training needed of job seekers to help them become qualified for employment that is appropriate to their aptitudes and interests;
- looking for patterns of need among business sectors/clusters or individual companies that can inform the targeting of resources; and
- creating, with the assistance of employers, and ensuring delivery of, the training necessary to fill skills gaps

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

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 Title I provider, we will reduce duplicative services that, in the past, 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 participant's 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.

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.

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 Ib 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 seekers 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
- Youth who are in or who have aged out of foster care
- Indians, Alaskan Natives, and Native Hawaiians
- Individuals with disabilities (Section 3 of ADA)
- Ex-offenders Older individuals (55 years of age and older)
- Homeless individuals (McKinney-Vento definition)
- Low-income individuals
- Long-term unemployed (27 or more consecutive weeks)
- Individuals within two years of exhausting lifetime TANF eligibility
- Migrant and seasonal farm workers
- Single parents
- Individuals who are English language learners
- Other groups designated by the Governor:
 - Black, Asian, Compact of Free Association (COFA) nations, Pacific Islanders, Latinos, Lesbian, Gay, Bisexual, Transgender, and Queer or Questioning (LGBTQ), expectant persons, veterans [Directive 24-21]

In addition to meeting federal requirements for physical accessibility at all WorkSource Sites, co-locating services where possible, and using appropriate referrals, PacMtn and One Workforce 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 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.

PACMTN LOCAL BOARD STANDING COMMITTEES

Board appointed standing committees will advise and help drive the PacMtn vision for the One Workforce system. Standing committees are composed of both board and non-board members with the responsibility of engaging funders, partners, employers, and community members around that vision.

The local PacMtn workforce board and board appointed standing committees play a critical role in promoting, sustaining, and growing regional economies. They are responsible for aligning investments in job training, integrating service delivery across programs, and ensuring that workforce investments are job-driven and match employers with skilled workers. Moreover, the PacMtn local WDB and standing committees work together to support regional collaboration within economic development areas and ensure that career pathways, sector strategies, and expansion of apprenticeship and other earn-and-learn approaches address the needs of business.

A complete list of Pac Mountain Standing Committees can be found at:

<https://pacmtn.org/governance/board-of-directors/other-committees/>

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 1-4. 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, 2027**.

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. (2nd quarter of the program year)

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. (2nd and 3rd quarter of the program year)

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. (2nd and 3rd quarter of the program year)

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. (3rd quarter of the program year, but at a minimum March 10th, or

3 weeks ahead of the state's deadline of March 3st)

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. *(3rd quarter of the program year, but no later than March 10th)*

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. *(No later than March 10th, with Signatures due no later than March 31st)*

DISPUTES

The parties agree to engage in good faith negotiations in an effort to reach an agreement on the terms of the MOU and the IFA - system operating budget¹.

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.

¹ See PacMtn policy WIOA Administrative Policy Dispute Resolution and Appeals #3040 for full details.

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. Washington Service Corps members who are supported by system funds, however, are not ESD employees and are governed by different compensation policies.

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 and other system partners 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, Stevens Amendment, 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.**

List of Signatories to the MOU and IFA

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

Michael Cade **Date**
Chair
Pacific Mountain Workforce
Development Council

William Westmoreland **Date**
CEO
Pacific Mountain Workforce
Development Council

FOR THE CHIEF ELECTED OFFICIAL

Sharon Trask **Date**
Chief Elected Official, Mason County
Commissioner

FOR WIOA TITLE I ADULT, DISLOCATED WORKER, YOUTH AND BUSINESS SERVICES

Nicole Ganier **Date**
Vice-President, Equus Workforce Services

David Schaffert **Date**
President, Thurston County Chamber of
Commerce

FOR TITLE II ADULT EDUCATION AND LITERACY

Shannon Klasell **Date**
Executive Director, Sound Learning

FOR TITLE II ADULT EDUCATION AND LITERACY and CARL PERKINS

Dr. Carli Schiffner **Date**
President, Grays Harbor College

Dr. Martin Cavalluzzi **Date**
President, Olympic College

Dr. Robert Mohrbacher **Date**
President, Centralia College

Dr. Tim Stokes **Date**
President, South Puget Sound Community College

FOR TITLE III WAGNER PEYSER, VETERANS, TRADE ACT, UNEMPLOYMENT INSURANCE

Sam Mitchell **Date**
Regional Director Southwest Coastal Region,
Employment Security Department

FOR TITLE IV VOCATIONAL REHABILITATION ACT

Terry Redmon **Date**
Director, Division of Vocational Rehabilitation

Lisa Wheeler **Date**
Assistant Director, Department of Services
for the Blind

FOR TITLE V SENIOR COMMUNITY SERVICES EMPLOYMENT PROGRAM

Eu-wanda Eagans **Date**
Director of Workforce Development, Goodwill of
Olympics and Rainier Region

FOR DEPARTMENT OF LABOR AND INDUSTRIES

Lynda Ducharme **Date**
Regional Administrator, Labor and Industries

FOR DEPARTMENT OF SOCIAL AND HEALTH SERVICES, CSD, TANF

Babs Roberts **Date**
DSHS Community Services Division Director,
TANF

ATTACHMENT A: Partner and Site Matrix

Partners and Sites	Grays Harbor WorkSource Center	Lewis WorkSource Center	WorkSource Mason Center	WorkSource Thurston Center	Basic Career Services	Indi. Career Services	Follow-up services	Business Services	Other services	Other location (please specify)
Required Partners										
Title I Adult & DW: Equus	PT	PT	PT	X	X	X	X			
Title I Business Solutions: TCCC							X	X		
Title I Youth: Equus					X	X	X		X	
Title II ABEL										
• Grays Harbor College					X				X	Aberdeen, Raymond, Ilwaco
• Centralia College					X				X	Centralia, Morton
• Olympic College					X				X	Shelton
• South Puget Sound CC					X				X	Lacey, Olympia
• Sound Learning					X				X	Shelton
Title III Wagner-Peyser: ESD	X	X	X	X	X			X		
Title IV Rehabilitation Act: DVR	X*	X	X*	X	X	X			X	Centralia, Chehalis, South Bend
Title IV Rehabilitation Act: DSB					X				X	Lacey Field Office
JVSG	X	PT	PT	X	X	X	X		X	
TAA				X	X	X			X	
Unemployment Insurance: ESD	RESEA	RESEA	RESEA	RESEA	X	X			X	RESEA is an optional program, separate from UI
Title V SCSEP										
• Goodwill					X	X	X		X	Aberdeen, Lacey, Centralia
• AARP: N/A										Aberdeen, Raymond, Long Beach
TANF WorkFirst: Employment Security	X	X	X	X	X	X	X		x	
MSFW: N/A				X						
TANF Community Jobs: CCAP				x	X	X	X	X	X	Chehalis/Mason County CSO
TANF: Community Services Office	X*	X*	X*	X*					X	South Bend
Carl Perkins										
• Centralia College		X*							X	Centralia, Morton, Shelton
• Grays Harbor College	PT								X	Aberdeen, Raymond, Ilwaco
• Olympic College									X	Shelton
• SPSCC									X	Lacey, Olympia
Youth Build: CYS					X	X			X	Thurston
Job Corp: N/A					X	X				
CSBG E&T: N/A										
HUD E&T: N/A										
Second Chance Act										
Additional Partners										
Timberland Regional Library sites					X				X	Regional
Long Beach WorkSource Site					PT	PT	PT		PT	
Department of Labor and Industries										

• Indicates that these partners are at the same sites as the center or affiliate but are not co-located
 PT = Located Part-Time; Service Delivery (in-person or virtual direct link)

ATTACHMENT B1: Infrastructure Funding Agreement

Purpose

The purpose of this operating budget or Infrastructure Funding Agreement (IFA) is to establish the terms and conditions under which the partnership will share infrastructure costs for the PacMtn WDA 2 One-Stop System. This IFA sets forth the responsibilities of the WorkSource Partners to share costs in accordance with the Workforce Innovation and Opportunity Act of 2014 (WIOA). On-site partners within each WorkSource Center and Affiliate Site will have signed agreements with the Lessor of each site to allow for the collection of infrastructure and other costs based on actual expenditures in accordance with allocation methods indicated in this IFA.

Parties to the IFA

The Partner and Site matrix, included as Attachment A to the MOU, identifies which WorkSource Partners participated in the development the IFA. By their signature to the MOU, the CLEO indicate their agreement with the IFA.

One-Stop Infrastructure Costs

The IFA is the financial plan to which the One-Stop Partners, CEOs, and PacMtn have agreed in the MOU that will be used to achieve their goals of delivering services in the local area.

The IFA is considered the master budget that contains a set of individual budgets that consist of costs that are specifically identified in WIOA statute.

The IFA, Attachment B.1, for the PacMtn region consists of:

- Non-personnel infrastructure costs necessary for the general operation of the One-Stop center, such as:
 - » Applicable facility costs (such as rent, utilities, janitorial services, etc.)
 - » Equipment, supplies, printing
 - » Telecommunications
 - » Other purchased services
- Additional Costs: The costs of the provision of career services described in section 134(c)(2), as applicable to each program. For the purpose of this IFA, applicable career costs were defined to mean the cost of staff delivering or supervising the provision of any Career Service. This includes a portion of the One-Stop Operator contract.

The operating budget and cost sharing agreements were developed for the following sites:

- WorkSource Thurston County Center
- WorkSource Lewis County Affiliate
- WorkSource Grays Harbor County Affiliate
- WorkSource Mason County Affiliate

² The MOU/IFA are subject to ESD Security Department WorkSource System Policies 1013, Revision 4 – One-Stop Memorandum of Understanding and 1024, Revision 2 – Infrastructure Funding Agreements & State Funding Mechanism.

Methodology

PacMtn established the regions first IFA in 2017 as a replacement to the Resource Sharing Agreements (RSA). At that time, the team of partners involved in the development of the funding plan centered the distribution of shared expense around the number of participants served by the core or required programs. This methodology established the share of expenses as a percentage of the total by program area with counts being the factor.

This approach has served the region unchanged to date but does have limitations. The first and primary issue is challenges with reconciliation – a requirement of the WIOA legislation. There are 25 programs that comprise the regions core and required partners, with 22 making direct financial contributions to the support the IFA. To establish a common reporting period, a point at which all program reporting is available, we must look back nearly a year to forecast the future budget. Previous performance is not a reliable predictor for future demand, which is the underlying driver for a quarterly reconciliation approach as program participant levels can significantly fluctuate quarter to quarter.

Program funding variability is the basis of the second issue. As funding increases or decreases year-to-year, it can be difficult for partners to navigate changes in expenses. Feedback on the reconciliation model indicated that quarterly adjustments related to changes in program participant counts could negatively impact their ability to manage their program budgets.

The final issue, whichacerbates the first two issues, is that demand for services are nearly impossible to predict. The pandemic highlighted the weakness in connecting financial support of the Career and Shared expenses on participant counts. After the initial statewide lockdown, program recovery was slow with the Unemployment Insurance (UI) program as the exception. Using a quarterly reconciliation model would have reduce all other programs to the minimum contribution with UI baring the load at nearly 90%. It took nearly a year for the other programs to recover, with many well below previous participation levels. Funding has increase in some cases, but in others decrease, for all it has been difficult to forecast.

After a failed attempt to rework the methodology during the 2021 negotiations, the region settled on a static contribution rate based upon the unchanged, historical program contributions made under the participant count model used PY2017 through PY2022. Moving forward, the static rate is subject to negotiations annually for the coming program year beginning with the 2024 Program Year (July-June).

Once the budget is established for the Comprehensive center, negotiations begin in the second quarter of the year with the final budget and distribution percentages presented for final review and adoption by signature no later than the end of 3rd quarter.

The starting point for the coming year's negotiations will be the current program year's established rates. It is expected that programs required to contribute to the IFA will change as funding levels and or access to funds change. As a result, program contributions may need to adjust as well. Under the following conditions, programs may request adjustment to their initial rate ahead of negotiations:

- Program funding is decreased by more than 10%
- Changes to rules or program requirements related to administrative costs
- A significant economic event that impacts the region

The reduction would be absorbed proportionally by other programs with the resulting distribution model shared for consideration and continued negotiations until agreement is achieved.

- The following details the general timeline:
- Program Year – July 1 – June 30
- The budget forecast for the next program year is established in 2nd quarter of the current program year
- Negotiations commence in the second quarter
- During the 3rd quarter, a final draft is presented with a 3-week negotiation period related to draft
- At the end of the negotiation period, the MOU/IFA is circulated for signature with it being due prior to March 31 of the current program year.

See the **Steps to Reach Consensus** section in the main body of the MOU.

Additional information on related to the IFA can be found in the following sections:

- Duration and Modification
- Disputes
- Modification Process

ATTACHMENT B2: One-Stop System Budget Estimate

WorkSource Sites by Location	Thurston County Comprehensive Center	Grays Harbor County Affiliate Site	Lewis County Affiliate Site	Mason County Affiliate Site	TRL Connection Sites	Total
Infrastructure Costs for Total Space at each Site						
Facilities						
- Space-Rent	\$ 389,733	113,260	145,928	71,112	1,200	720,033
- Share of Tenant Common	\$ 52,304					52,304
- Utilities	\$ 29,900	3,335	-	7,800	-	41,035
- Janitorial	\$ 16,205	4,000	-	8,358	-	28,563
Operations						
- IT/Communications	\$ 2,150	11,660	23,340	29,964	5,000	67,114
- IT/Communications (includes flat fees per FTE)	\$ 40,000	6,326	7,960	4,374	-	58,660
- Managed Print	\$ 2,000	4,500	7,000	7,500	-	21,000
- Supplies	\$ 7,500	1,000	2,000	2,100	500	12,600
- Other	\$ 2,800	200	1,400	2,457	77,526	6,857
Total Infrastructure Costs	\$ 542,592	144,281	187,628	133,665	84,226	1,008,165
<i>*Estimated IT costs Resource Room computers, services provided by ESD, and included in IFA shared costs. Previously managed as an "in-kind" contribution</i>						
Career Services - Non-Cash Partner Contributions						
Title I Equus	\$ 1,871,959	480,000	956,780	180,000	-	3,488,739
Title II (Colleges)	\$ -	50,000	-	-	-	50,000
Title III (ESD)	\$ 1,700,000	1,200,000	850,000	800,000	-	4,550,000
Title IV (DVR)	\$ 200,000	-	-	-	-	200,000
TANF WorkFirst (ESD)	\$ -	-	-	-	-	-
L&I	\$ 100,000	-	-	-	-	100,000
V Vets	\$ -	20,000			-	20,000
Thurston Co. Chamber B2B	\$ 400,000					400,000
Total Career Services	\$ 4,271,959	1,750,000	1,806,780	980,000	168,452	8,977,191
Total Costs	\$ 4,814,551	\$ 1,894,281	\$ 1,994,408	\$ 1,113,665	\$ 252,678	\$ 9,985,356

ATTACHMENT B3: Comprehensive Site Operating Budget and Career & Shared Services Distribution

WorkSource Thurston County - Comprehensive Budget Estimate				Career & Shared Services Distribution		
Item	Amount	Unit	Extended	Partner	Allocation %	Total Share
Total Sq Ft (of WorkSource operations)	18,585	sq ft	389,733.32	Title 1b Adult	12.06%	\$ 20,291
Partner Lease Space	6,912	sq ft		EcSA - State	4.02%	\$ 6,764
WorkSource Common Space	3,059	sq ft		Title 1b DW	12.06%	\$ 20,291
Tenant Common	3,160	sq ft		EcSA - Federal	4.02%	\$ 6,764
Career & Shared Services Space	5,454	sq ft		REO - Pathways	6.73%	\$ 11,329
Facilities Costs (onsite partners only)				QUEST NDWG	4.02%	\$ 6,764
Improvements	\$ -	annual	\$ -	Title 1b Youth	8.96%	\$ 15,083
Repairs Alterations & Maintenance	\$ -	annual	\$ -	Title II Centralia AEFLA	1.12%	\$ 1,877
Utilities	\$ 29,900	annual	\$ 29,900	Centralia Perkins	1.61%	\$ 2,705
Janitorial	\$ 16,205	annual	\$ 16,205	Title II GHC AEFLA	1.12%	\$ 1,877
ESD Technology	\$ 40,000	annual	\$ 40,000	GHC Perkins	1.61%	\$ 2,705
Security	\$ -	annual	\$ -	Title II SPSCC AEFLA	1.12%	\$ 1,877
Total			\$ 475,838	SPSCC Perkins	1.61%	\$ 2,705
Estimated Annual Cost Per Sq Ft			\$ 25.60	Title II Olympic AEFLA	0.50%	\$ 845
				Olympic Perkins	0.78%	\$ 1,319
Operations for onsite partner				Title II SSL AEFLA	0.66%	\$ 1,116
Furniture	\$ -	annual	\$ -	Title III Wager-Peyser	11.37%	\$ 19,124
Comm/Telecommunications (installs, repair, postage)	\$ 2,150	annual	\$ 2,150	ESD - JSV	2.01%	\$ 3,382
Data Processing	\$ -	annual	\$ -	ESD - TAA	0.50%	\$ 845
Software Licenses & Maintenance		annual		ESD - UI/RESEA	12.06%	\$ 20,291
Printing and Reproduction, Managed Print	\$ 2,000	annual	\$ 2,000	ESD - Workfirst	7.04%	\$ 11,837
Equipment (Rental and Leases Furn & Equip)	\$ -	annual	\$ -	Title IV Voc Rehab	2.01%	\$ 3,382
Supplies (Office Expenses)	\$ 7,500	annual	\$ 7,500	Department of Services for the Blind	0.50%	\$ 845
Other Purchased Services	\$ 2,800	annual	\$ 2,800	Title V SCSEP	0.50%	\$ 845
Other (Subscriptions & Other Services)		annual	\$ -			
Total			\$ 14,450	L&I	2.01%	\$ 3,382
					100.00%	\$ 168,248
WorkSource Space detail			Annual Cost			
Lease for staff (cubicals, offices, and dedicated sp	6,912	sq ft	\$ 176,968			
WorkSource Common	3,059	sq ft	\$ 78,319			
Tenant Common	2,043	sq ft	\$ 52,304			
Dedicated Partner Space & Common Area	12,014	sq ft	\$ 307,591			
Career & Shared Services Space				Total WorkSource Comprehensive Budget		\$ 542,592
Resource Room	2,665	sq ft	\$ 68,232	Lease Costs for WS Footprint		\$ 475,838
Training Room 1 (Computer Rm) (Bigelow)	929	sq ft	\$ 23,785	Tenant Common		\$ 52,304
Training Room 2 Sylvester	630	sq ft	\$ 16,130	Operations of onsite partners		\$ 14,450
Training Room 3 Percival Creek	320	sq ft	\$ 8,193			
Training Room 4 Wonderwood	491	sq ft	\$ 12,571			
Conference Room 1	121	sq ft	\$ 3,098			
Conference Room 2	176	sq ft	\$ 4,506			
Tenanat Common	1,117	sq ft	\$ 28,609			
Hall 2	122	sq ft	\$ 3,124			
One-Stop Operator	-		\$ -			
Total Shared Space	6,571	sq ft	\$ 168,248			
<i>Total WorkSource Sq Ft</i>	18,585					
<i>Sum check</i>	18,585					
<i>Variance</i>	-					

ATTACHMENT B4: Comprehensive Center Allocation of Space - Thurston County

WorkSource PacMtn has one Comprehensive site located at:

1570 Irving Street SW
 Tumwater, WA 98512

Employment Security Department is the lease holder of this 3-story, 28,346 square foot office building. WorkSource occupies 18,585 square feet with the balance of space, 9,761 square feet, leased to other parties. The utilities, tenant common areas (public spaces), and janitorial expenses are proportionally distributed across the total square footage of the lease. As it relates to WorkSource, the square footage price includes these distributed costs plus technologies fees to support the resource room and other customer facing technology. This how the cost of \$24.93 is the per cost square foot is calculated for the space and is the basis for the Career & Shared Services expenses in the IFA:

$$\text{Total Shared Space: } 6,571.52 \times \$24.93 = \$163,828$$

See *Attachment B2: Comprehensive Center Budget* for full details related to the budget. Below is a breakout of the key areas for further clarity in the costing of the space:

<u>Area</u>	<u>Amount</u>	<u>Measurement</u>	<u>Notes</u>
Partner Space:	6,912	square feet	Partner staff space (direct)
Career & Shared Resources:	5,454	square feet	IFA distributed space
WorkSource Common:	3,059	square feet	Onsite shared space
WS Share of Building Common:	3,160	square feet	Tenant common share
Total WorkSource Space	18,585	square feet	Lease related to WorkSource

ATTACHMENT B5: Partner Allocation Summary – Comprehensive & Affiliate

Agency Name	Comprehensive Site				Affiliate Sites			Total by Agency
	Career & Shared Resources Comprehensive	Leased Space Cost Comprehensive	WorkSource Common Comprehensive	Comprehensive Total	Grays Harbor Affiliate	Lewis Affiliate	Mason Affiliate	
AARP (below minimum counts)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Centralia College(Title II and Carl Perkins)	\$ 4,582	\$ -	\$ -	\$ 4,582	\$ -	\$ -	\$ -	\$ 4,582
Department of Services for the Blind (Title IV)	\$ 845	\$ -	\$ -	\$ 845	\$ -	\$ -	\$ -	\$ 845
Division of Vocational Rehabilitation (Title IV)	\$ 3,382	\$ 7,702	\$ 975	\$ 12,059	\$ -	\$ 33,685	\$ -	\$ 45,744
ESD (Title III, VETS, Trade Act, UI, WorkFirst, MFSW)	\$ 55,479	\$ 57,652	\$ 37,116	\$ 150,247	\$ 114,227	\$ 143,583	\$ 111,999	\$ 520,056
Goodwill (Title V - SCSEP)	\$ 845	\$ -	\$ -	\$ 845	\$ -	\$ -	\$ -	\$ 845
Grays Harbor College(Title II and Carl Perkins)	\$ 4,582	\$ -	\$ -	\$ 4,582	\$ 7,746	\$ -	\$ -	\$ 12,328
L & I	\$ 3,382	\$ 7,702	\$ 975	\$ 12,059	\$ -	\$ -	\$ -	\$ 12,059
Olympic College (Title II and Carl Perkins)	\$ 2,164	\$ -		\$ 2,164	\$ -	\$ -	\$ -	\$ 2,164
Equus (Title 1 Adult, DW, Youth & Competitive)	\$ 87,286	\$ 111,393	\$ 49,555	\$ 248,234	\$ 21,667	\$ 21,667	\$ 21,666	\$ 313,234
Sound Learning (Title II covered by colleges)	\$ 1,116	\$ -	\$ -	\$ 1,116	\$ -	\$ -	\$ -	\$ 1,116
South Puget Sound CC(Title II and Carl Perkins)	\$ 4,582	\$ -	\$ -	\$ 4,582	\$ -	\$ -	\$ -	\$ 4,582
	\$ 168,248	\$ 184,449	\$ 88,621	\$ 441,318	\$ 143,640	\$ 198,935	\$ 133,665	\$ 917,557

*Final agreements are not in place for direct costs at each WorkSource site. Amounts provided are estimates based on previous agreements.

