

**WDC Meeting
 AGENDA**

August 17, 2017
 3:00-4:00 p.m.

Tacoma Rail 2601 SR 509 North Frontage Rd., Tacoma WA 98421

Tim Owens, Chair

April Gibson, 1st Vice-chair

, 2nd Vice-chair

Joyce Conner

Steve Gear

April Gibson

Darci Gibson

Mike Johnson

Bruce Kendall

Dale King

Mandy Kipfer

Ron Langrell

Mark Martinez

Tim McGann

Wayne Nakamura

Sharon Ness

Tim Owens

Dona Ponepinto

Christina Roberts

Patty Rose

David Shaw

Dereck Spivey

1. Welcome/Call to order/Safety Briefing
2. Introductions
3. Public Comment
4. WorkForce Central Executive Board update – Tim Owens
5. Consent Agenda
 - Approve June 15, 2017 minutes
 - Approve Amy Miller, Director of College and Career Readiness, White River School District to the WDC Youth and Young Adult Services Committee
6. Approve Title 1 PY17/FY18 Budget and Dashboard
7. Approve Fully Executed WIOA MOU
8. CEO Report
 - America Works Presentation and Discussion Follow Up – Dr. Lee Bowes
 - iDashboard Presentation – What do you, as the Leaders and Overseers of our local workforce development “system,” want to know about the development “system”?
 - Final PY17/FY18 obligation report
9. WDC Committee Report Out
10. Other business
11. Adjourn

WorkForce Central Staff
 Linda Nguyen, CEO
lnguyen@workforce-central.org

Deborah, Howell, COO
dhowell@workforce-central.org

Jan Adams, Executive Assistant
jadams@workforce-central.org

WorkForce Central
 3640 S. Cedar St. Suite E
 Tacoma, WA 98409
www.workforce-central.org

Future meetings:

WDC Meeting – Tim Owens, Chair	Sept 21	3:00-4:00
Business Services Committee – Dave Lawson, Chair	Aug 28	8:00-9:00
Youth & Young Adult Services Committee – April Gibson, Chair	Aug 22	10:00-11:00
WDC Pierce Leadership Team	TBD	
WDC Coordinating Committee – Tim Owens, Chair	Sept 12	3:30-4:30
Work-Based Training Task Force – Tim Olsen, Chair	TBD	
Adult Literacy Task Force – Mike Johnson, Chair	As Needed	

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James Walker

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Attendees: Tim Owens, Linda Nguyen, Deborah Howell, Dale King, Wayne Nakamura, Steve Gear, Christina Roberts, James Walker, Mandy Kipfer, Dona Ponepinto, Dave Shaw

Guests: Felicia Dennis, Benjamin, Demario, Omar Frye, Julia Brooks, Michelle Griffith, Anita, Perri Menter

1. Welcome/Call to order/Safety Briefing

Tim called the meeting to order at 3:00 p.m. Dale gave the safety briefing.

2. Introductions

3. Public Comment

None.

4. WorkForce Central Executive Board update – Tim Owens

Tim gave a brief update from this morning's meeting noting the Bankwork\$ presentation

5. Consent Agenda

• **Approve May 18, 2017 minutes**

Motion to approve made by Dona; seconded by Dale. Approved.

6. Conditionally Approve the WIOA MOU

Motion to approve made by James; seconded by Wayne. Tim gave a brief background and Linda noted the next steps. Approved.

7. Approve PY17/FY17 Budget

Motion to approve made by Wayne; seconded by Dona. Tim noted the federal allocation has been made, but the state needs to make allocations to the WDC. Linda noted the possibility of a state government shutdown, which could have an impact on us receiving our allocations. She also noted the continued resolution keeps us funded through October 1, however going forward we could face additional cuts to our funding. Approved.

8. WDC Committee Report Out

None.

9. Workforce Development System Beneficiaries Presentations – Demario Smith and Karla Martinez

Demario told us his story noting he will be starting training at Clover Park Technical College for Aviation next week. James asked what is one thing the system could do better to help. Demario noted that a lot of people don't know where to go to get started so working with other agencies and shelters. Benjamin noted he has only been here from Guam for a short time. Anita shared her story noting she was an addict, but cleaned herself up and connected with Courage 360 who helped her connect with other agencies and services.

10. Jobfest presentation – Julia Brooks, ResCare

Julia Brooks gave a background and overview of outcomes for the event.

11. CEO Report

• **America Works Follow Up**

Linda noted America Works will be presenting at the August meeting

12. Other business

Linda noted the CQI team will be asking WDC members and other community members to serve on the committee as well as a chair

13. Adjourn

Motion to adjourn made by Dave; seconded by Dale. Meeting adjourned at 4:03 p.m.



**Pierce County Workforce Development Council
WDC Committee Application Form**

WorkForce Central on behalf of the Pierce County Workforce Development Council
is accepting applications for volunteers to serve on the WDC Committees

Date: June 15, 2017

Name: Amy Miller

Title (If Applicable): Director of College and Career Readiness

Employer (If Applicable): White River School District

Address: 26928 120th St E

City: Buckley **State:** WA **Zip:** 98321

Please indicate whether this is a home or work address: (Click on "Choose an item" and then click on the arrow.) Employer Address

Primary Day Phone: 360-829-5503 **Type of Phone:** Work Phone

Alternate Day Phone: 253-677-4202 **Type of Phone:** Cell Phone

Email Address: amiller@whiteriver.wednet.edu

Type of entity that you represent: Community Based Organization

Please check the box next to the committee that you are requesting to join. Please complete a separate application for each committee that you want to apply. (Double click on box and select "Checked"):

Business Services Committee

Youth and Young Adult Services Committee

If you represent a community based organization, please indicate the mission of the organization and the populations served: School District—Ensure high levels of learning for all students. Serving Buckley, Wilkeson, and South Prairie

Please indicate the primary age group that you represent or serve. Please click on “Chose an item”:
Youth and Young Adults Ages 14-24

Please provide a detailed explanation of your qualifications and interest in serving on the committee indicated above: (You are not limited to one page or one paragraph. This application may be more than two pages in length once completed.)

Serve as the Director of College and Career Readiness in the White River School District. The majority of my job is as the Director of Career and Technical Education ensuring we have rigorous and quality CTE programs for students to build industry skills for gainful employment. I also serve as an officer of our Pierce County Directors (PC WAVA) group. I was asked to step in as Deb Shanafelt steps off to enjoy retirement.

In addition to this application, a resume is required. Please submit a resume to this application.

By checking this box, I indicate that the information submitted is accurate to the best of my knowledge and that this form should be considered as electronically signed by the applicant listed above.

Please submit this application form by the deadline indicated above to:

**WorkForce Central
WDC Committee Application Process
Attn: Debbie Lean
3640 South Cedar Street, Suite E
Tacoma, WA 98405
Or email to: dlean@workforce-central.org**

If you have questions related to this process you may call Debbie Lean, Executive Assistant at 253.414-0141. Thank you for your interest in serving on a committee of the Pierce County Workforce Development Council. You will be notified of the status of your application as quickly as possible.

AMY M. MILLER

333 N. McNeely St • Buckley, WA 98321 • Hm (360) 829-5057 • Cell (253) 677-4202 • ffamilers@gmail.com

Objective: Obtain an Educational Leadership position utilizing my skills and experiences.

Education: **Heritage University, Toppenish WA. 8/2010- 5/2012**
Masters in Educational Administration

OSPI CTE Internship Experience, White River High School 2011-12 School Year
CTE Directors Certificate

Washington State University, Pullman WA. 8/1993-5/1998
Bachelors of Science in Agricultural Education, Cum Laude
Minors in Biology and Agricultural Economics
Teaching Certificate/ CTE Certificate

Related Work Experience: **2015- Current White River School District Director of College and Career Readiness**
Administrative Duties Included: Serving as the Career and Technical Education Director, AVID District Director, K-12 STEM, and Career Readiness (Counseling)
CTE Duties Include: Working closely with CTE staff on management of their programs and courses, ensuring frameworks are complete, accurate, and submitted for all classes, managing budget, approving expenditures, planning CTE department meetings, planning CTE program and general advisory meetings, submission of Perkins grants and other grants to ensure funding for programs, supporting unit planning and data analysis, supporting vertical alignment of programs, evaluation of certificated CTE staff on CEL 5D+ framework, assisting CTE staff with certification, and maintain proper records for CPR's and audits.
AVID Duties Include: Serving as District Director which included completing District Director training. Oversee 7-12 AVID Elective program. Support Site Coordinators at middle school and high school. Hire tutors and provide feedback through observation to each of them. Help organized AVID Parent Night, Honors Night, and Senior Night. Manage the budget, approve requisitions, and support AVID school-wide implementation.
K-12 STEM: Working with committee from all 4 elementary schools, middle school, high school, and district office to organize a K-12 STEAM event for the 17-18 school year.
Career Readiness: Work closely with counselors and career counselors on High School and Beyond Plan, ensure counseling team is working to enroll all students eligible for the College Bound Scholarship, and supporting college and career fairs.

2011-2015 White River High School

CTE Coordinator

CTE Duties Included: Managing budget, approving expenditures, working with CTE and BEA staff, planning department meetings, planning advisory meetings, state framework submissions, submission of Perkins grant, evaluation of certificated staff on CEL 5D+, maintaining school calendar, and assisting with staff CTE certification.

2011-2012 White River High School

Administrative Intern

Administrative Intern Duties Included: Served as lead on accreditation process, student supervision, student discipline, presented at meetings, organized surveys, fulfilled intern requirements, substituted for elementary and middle school principals as needed, attended and presented at district leadership meetings.

Other Work **2001-2015** **White River High School** *Teacher/Advisor*

Experience: **Courses Taught:** Floriculture, Floral Shop Operations, Natural Resources/Environmental Science, Biology Through Animal Science, Plants and Landscaping, Advanced Placement Environmental Science, Speech and Communications, Veterinary Science, and Leadership.

Advisor: White River FFA Chapter 2001-Current
 White River ASB 2009-2010
 Link Crew 2003-2004

Duties Include: Constructing daily lesson plans, engaging students in rigorous and relevant learning, providing differentiated instruction, working with students with disabilities, managing fundraisers, following ASB law, and communicating with parents.

Honors 2016-2017 WAAE District II Administrator of the Year
And Awards: 2013-2014 WAAE Washington State Agriculture Teacher of the Year
 2013-2014 WAAE District II Teacher of the Year
 2010-2011 WAAE District II Mentor of the Year
 2009 WAAE District II Teacher of the Year
 2009 WAAE District II Outstanding Program
 2006-2007 Meisenbach Excellence in Education Award Winner
 2006 WAVA Outstanding Educator
 2004 WAAE District II Outstanding Program
 2004 WAAE District II Young Member of the Year

Professional	1998-Current	Attended WAAE Summer Conference
Development:	2014-Current	Served as PCWAVA Secretary
	2014-Current	CEL 5D+ Professional Development
	2015-2017	AVID District Director Training—Training Complete
	2016	Response to Intervention (RTI) Conference
	2016	Greg Benner--
	2013	Attended Model Schools Conference
	2010-2012	CTE Summit Committee Member-Co Chair
	2011	PBIS Training
	2010-2011	WAAE Budget and Finance Committee District II Representative
	2009-2010	PLC Singleton Focus Group
	2010	Attended ACTE Conference, Las Vegas, NV
	2010	Presented to Whitman County Teachers about Singleton PLC's
	2009	Professional Learning Communities Conference Presenter
	2009	AVID Training/ RTI Training
	2008	WACTE Conference Leadership in the Classroom Presenter
	2008	CTE Workshop—AP in CTE
	2006-2008	Learning Refocus Committee Member-Freshman Focus Chair
	2007	Using Common Formative Assessment Workshop, Pasco, WA
	2007	CHAMPS Training
	2007	New Smyrna Beach High School (Florida) Site Visit
	2007	From "Knowing" to "Doing" Professional Development
	2006	Attended Model Schools Conference, Washington DC
	2006	PLC's Learning Targets
	2004	ASB Funds Legal Institute
	2001	Culture of Poverty
	2000	Brain Institute: Understanding How the Brain Works
	1999	Teaching in a Block

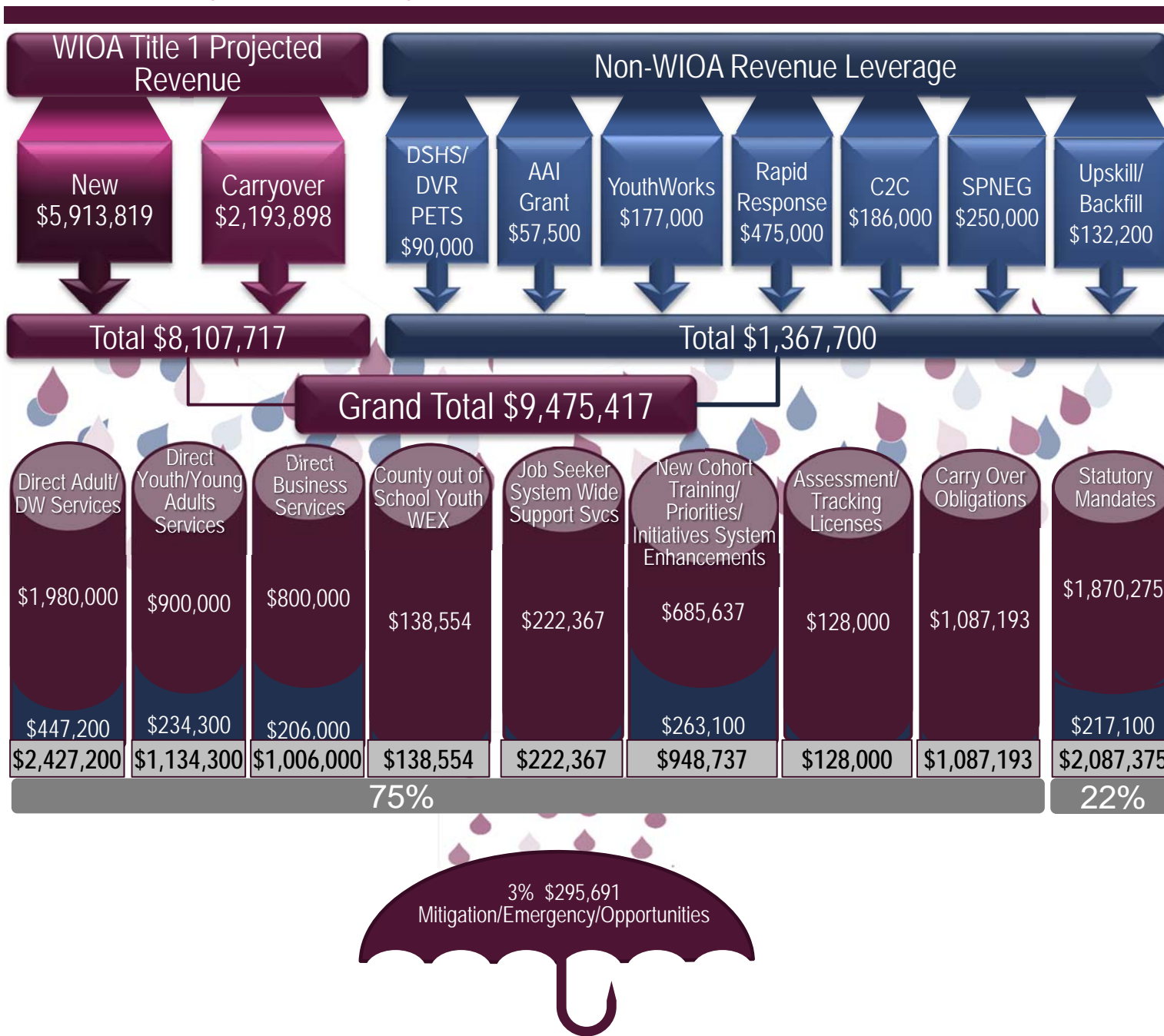
Professional	1998-Current	WAAE -Washington Association of Agricultural Educators
Associations:	1998-Current	NAAE -National Association of Agricultural Educators
	1998-Current	WACTA -Washington Association of Career and Technical Educators
	2010-Current	ACTE -Association for Career and Technical Education
	2010-Current	WACTA -(Previously WAVA) Washington Association of Career and Technical Administrators
	2011-2012	AWSP-Association of Washington School Principals

References: Available upon request

The WorkForce Central Executive Board and WDC approved scenario 5 in June. Since then, we have received our actual allocation for PY17/FY18. The new formula funds total is \$365,581 more than last program year. This increase is as a result of an increase in the dislocated worker funds, due to our high unemployment rate. Youth and Adult took a small hit. Until the federal 2018 budget is passed, 85% of these funds may change.

	PY16/FY17 – Last Year	Approved PY17/FY18 Scenario 5 – 85% of current budget	Scenario 6
Total Funds Available – new, carry over, leverage	\$8,577,762	\$7,291,098	\$9,475,417 (more new funds, more projected carry over funds, more leverage)
Direct Services			
Adult	\$910,000	Same	Increase to \$1,000,000
Dislocated Worker	\$980,000 + \$700,000 leverage	Same + \$321,000 leverage	Same + \$447,200 leverage
Youth	\$800,000 + \$200,000 leverage	Same + \$235,000 leverage	Increase to \$900,000 + \$234,300 leverage
County Out of School Youth Paid Work Experience – 18-24 years old	\$0	\$0	NEW \$138,554 + leverage will be sought
Business Solutions	\$600,000 + \$45,000 leverage	Increase \$38,749 + \$167,000 leverage	Increase to \$800,000 + \$206,000 leverage
New Cohort trng/Priority Initiatives/System Enhancements	\$364,507	Reduced to \$145,422	Increase to \$685,637 + \$263,100 leverage
System Support Services – requires co-enrollment between system partners and Title 1	\$0	\$0	NEW – Supports system work with common customers <ul style="list-style-type: none"> Youth = \$100,000 Adult = \$50,000 DW = \$72,367
Statutory Mandates	\$2,284,272 14.5 FTEs	Less \$375,836 Less 2 FTEs	Less \$383,997 + \$217,100 leverage Less 2 FTEs
Mitigation	5% = \$277,412	Zeroed out	5% = \$295,691

PY17/FY18 (as of 8/17/17)



Current Year WIOA Mandatory Partners Total Investments

ESD

- \$4,344,688
- 9,038 people served (Jul-Jan)

DVR

- \$
- people served

ABE

- \$
- people served

DSHS

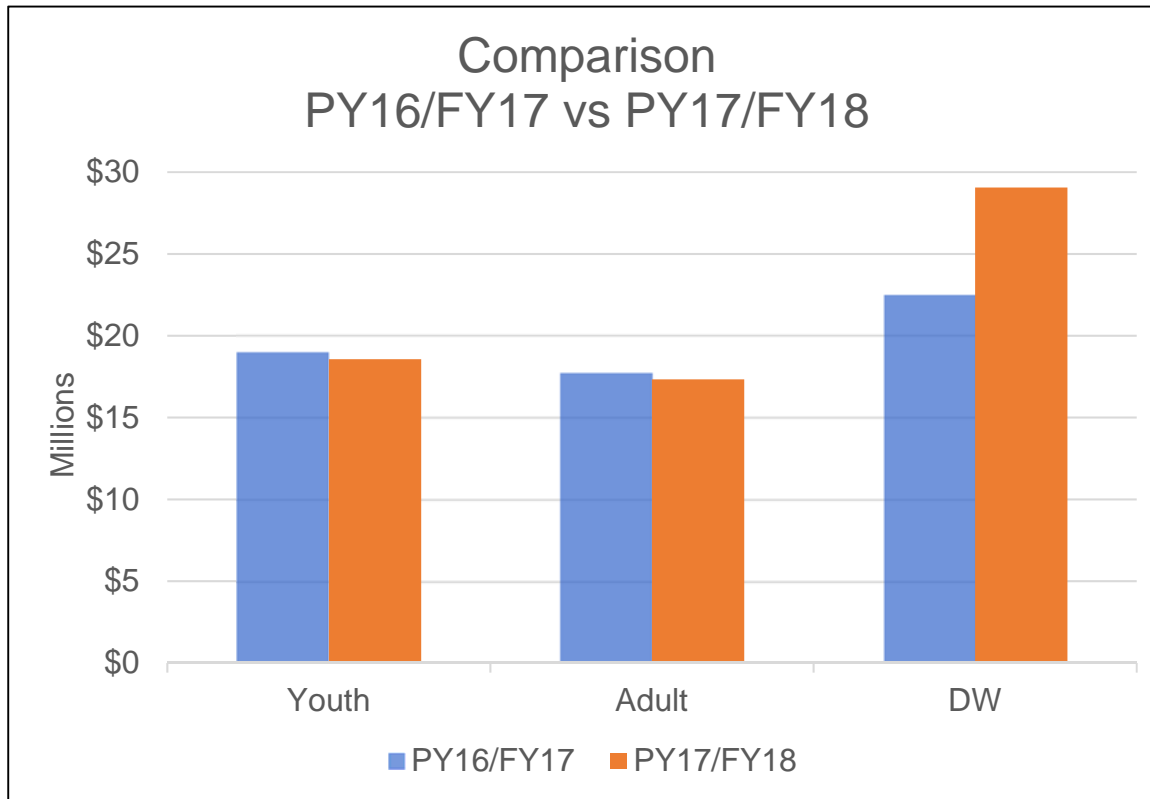
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Library (not mandatory)

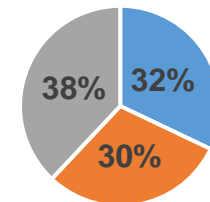
- \$32.7 million
- 2.2 million physical visits
- 3.5 million website visits
- 38,603 Job & Business Center Visits
- 590,000 pop. in service area
- 334,362 active card holders

WIOA Title I Allocations

	WA State		
	PY16/FY17	PY17/FY18	Difference
Youth	\$18,966,351	\$18,561,132	-\$405,219
Adult	\$17,705,363	\$17,333,734	-\$371,629
DW	\$22,462,284	\$29,054,462	\$6,592,178
Total	\$59,133,998	\$64,949,328	\$5,815,330

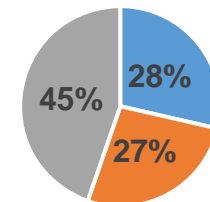


PY16/FY17



■ Youth ■ Adult ■ DW

PY17/FY18

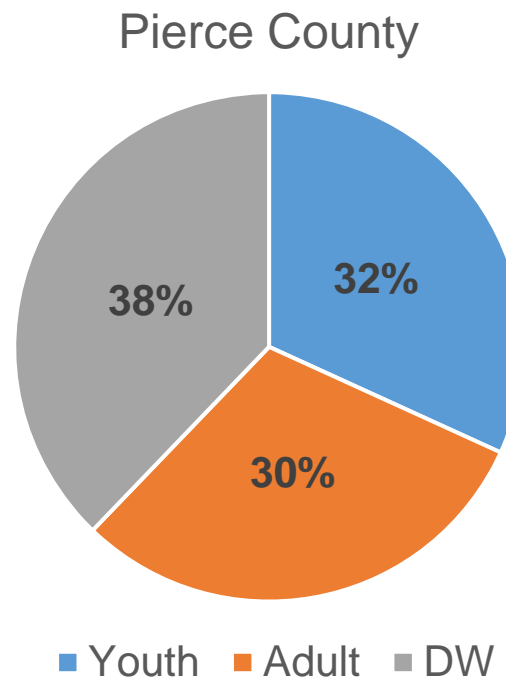


■ Youth ■ Adult ■ DW

WIOA Title I Allocations

	PY17/FY18	15% State Hold Back	Additional State Hold Back	Total for WDCs	PIERCE COUNTY*	
Youth	\$18,561,132	\$2,784,170		\$15,776,962	\$2,090,628	13%
Adult	\$17,333,734	\$2,600,060		\$14,733,674	\$1,996,753	14%
DW	\$29,054,462	\$4,358,169	\$6,174,073	\$18,522,220	\$2,485,529	14%
Total	\$64,949,328	\$9,742,399	\$6,174,073	\$49,032,856	\$6,572,910	

* Includes 10% Admin



WorkForce Central
 Program Year 2017 / Fiscal Year 2018
 Budget for August 17th Board and WDC Meetings

		ADULT	DW	YOUTH	Total	Leverage	ADMIN
REVENUE							
Actual Formula Funding		\$ 1,795,278	\$ 2,236,976	\$ 1,881,565	\$ 5,913,819		\$ 657,091
PY16/FY17 Carry-in Funds		\$ 566,992	\$ 749,395	\$ 877,511	\$ 2,193,898		\$ 128,977
Secondary sources of Admin Funding							\$ 62,800
Leverage		\$ 19,165	\$ 930,171	\$ 418,365	\$ 1,367,700	\$ 1,367,700	
Total Funds Available		\$ 2,381,435	\$ 3,916,542	\$ 3,177,441	\$ 9,475,417	\$ 1,367,700	\$ 848,868
INVESTMENT AREAS							
PY16/FY17 Carry-in Obligations - Projected (Detail Below)		\$ 299,900	\$ 435,584	\$ 351,709	\$ 1,087,193		19,744
Direct Services							
Job Seeker Contract		\$ 1,000,000	\$ 980,000	\$ 900,000	\$ 2,880,000		
Leverage		\$ -	\$ 447,200	\$ 234,300		\$ 681,500	
Job Seeker System Wide Support Services - Co-Enrollment Required		\$ 50,000	\$ 72,367	\$ 100,000	\$ 222,367		
County Out of School Youth Paid WEX - 18-24 Years Old		\$ -	\$ -	\$ 138,554	\$ 138,554		
Business Services Contract		\$ 266,667	\$ 266,667	\$ 266,667	\$ 800,000		
Leverage		\$ 16,665	\$ 172,670	\$ 16,665		\$ 206,000	
New Cohort Training/Priority Initiatives/System Enhancements		\$ 135,637	\$ 400,000	\$ 150,000	\$ 685,637		
Leverage		\$ -	\$ 173,800	\$ 89,300		\$ 263,100	
Assessment/Tracking Licenses		\$ 34,330	\$ 34,340	\$ 59,330	\$ 128,000		
Statutory Mandates	12.5 FTEs	\$ 368,625	\$ 526,117	\$ 538,478	1,433,220		441,241
Leverage		\$ 1,987	\$ 115,555	\$ 66,709		\$ 184,251	
Implementation and oversight of 4 year local Plan							
Conduct Workforce Research and Region Labor Market Analysis							
Convene, Broker and leverage stakeholders and assets							
Lead employer engagement							
Lead career pathways development and implement with secondary and post secondary partners							
Lead effort to identify and promote proven and promising practices							
Develop technology based strategies for service access, engagement and delivery							
Oversee the local service delivery system and programs							
Negotiate local performance accountability							
Select one stop operator(s) and provider(s)							
Identify eligible training providers							
Ensure consumer choice							
Coordinate with education providers							
Approve and oversee budget and comply with federal/state/local laws and regulations in the administration of WIOA							
Statutory Mandates Operational Requirements		\$ 117,347	\$ 159,448	\$ 160,260	\$ 437,055		133,360
Leverage		\$ 513	\$ 20,946	\$ 11,390		\$ 32,849	
Administrative Reserve							221,668
5% Mitigation PY17/FY18		\$ 89,764	\$ 111,849	\$ 94,078	\$ 295,691	-	32,855
Total Budget Need		\$ 2,381,434	\$ 3,916,542	\$ 3,177,441	\$ 9,475,417	\$ 1,367,700	848,868

DETAIL CARRY-IN OBLIGATIONS - PROJECTED

TARGETED SECTOR TRAINING				
BankWorks	-	14,000	10,000	24,000
Sound Outreach Youth Entrepreneurship Training	-	-	68,788	68,788
Sub-Total	-	14,000	78,788	92,788
ECONOMIC DEVELOPMENT PARTNERSHIPS				
San Diego Workforce Partnership	6,000	8,000	6,000	20,000
Sub-Total	6,000	8,000	6,000	20,000
TOTAL TRAINING & PLACEMENT INVESTMENTS				
	6,000	22,000	84,788	112,788
OTHER OBLIGATIONS				
ResCare PY2016 Youth	-	-	127,618	127,618
Career Path Services PY2016 Direct Services	239,597	351,180	-	590,777
ResCare PY2016 Business Services Provider	9,437	12,583	9,437	31,458
JayRay - Strategic Communications/Outreach	14,866	19,821	14,866	49,552
National Center for Arts & Technology	-	-	20,000	20,000
One Stop Network Operator	30,000	30,000	30,000	90,000
Youth Committee/FAFSA Plus	-	-	65,000	65,000
Sub-Total	293,900	413,584	266,921	974,405
TOTAL	299,900	435,584	351,709	1,087,193

WorkSource Pierce System Performance Dashboard - PY16 / FY17

Workforce System Performance		Measurement	Q1	Q2	Q3	Q4
Increase the number of jobs filled ^[1]	<i>Total Openings</i>		12,463	10,346	8,327	10,933
	<i>Of total openings # in each Sector</i>					
	Construction		107	87	71	129
	Transportation, Warehousing & Logistics		256	200	100	179
	Healthcare		874	783	823	705
	Advanced Manufacturing		160	220	118	174
	ICT & Cybersecurity		na	na	na	na
	Military & Defense		na	na	137	144
	Total		1,394	1,290	1,249	1,331
Benchmark and track number who have achieved employment	Discouraged job seekers		<i>Data not yet available</i>			
	• UI Benefits exhausted/or soon to exhaust		37,623	38,473		36,612
	• SSD or SSI					
Track Unemployment Rate	Unemployment Rate	6	6%	5.3%	5.1%	
		^[3]	2014-2015	2015-2016	2016-2017	2017-2018
Decrease number of high school dropouts	Dropout rate		11.6	10.5		
Increase number re-engaged dropouts	Dropouts re-engaged					
Increase the number of high school diploma/or equivalent attainment	Diploma attainment				‡	
	• Traditional		7,265	7,779		
	• GED		92	22		
	• High School Completion (CTCs)		395	453		
	• Dual Track (attained with AA Degree)		159	185		
Total		7,911	8,439			
Increase number receiving postsecondary education recognition ^[2]	Certificate		2014-2015	2015-2016	2016-2017	2017-2018
	• Construction		180	177		
	• Transportation, Warehousing & Logistics		310	295		
	• Healthcare		1018	863	‡	
	• Advanced Manufacturing		194	202		
	• ICT & Cybersecurity		416	395		
	• Military & Defense					
Total		2,118	1,932			
Transfer Degree – transfer to four-year institution	Transfer Degrees					
	Biology/Chemistry (AS-T/Track 1)		47	46		
	Engineering/ Physics (AS-T/Track 2)		39	55		
	Bio and Chemical Engineering (AS-T/MRP)		6	5		
	Computer and Electrical Engineering (AS-T/MRP)		5	7	‡	
	Mechanical, Civil, Aeronautical, Technology, Industrial and Materials Science Engineering (AS-T/MRP)		13	22		
	Nursing DTA/MRP			24		
	Associate in Arts (DTA)		2320	1823		
	Biology (DTA/MRP)		49	59		
	Business (DTA/MRP)		271	209		
	Elementary Education/ Math Education (DTA/MRP)		29	14		
	Pre-Nursing (DTA/MRP)		195	164		
	Total		2,976	2,429		
Apprenticeship	Journey Level ^[4]					
	• Construction		171 total	154 Total	‡	
	• Transportation, Warehousing & Logistics		Pierce County	Pierce County		
	• Healthcare		Residents –	Residents		
	• Advanced Manufacturing		more info in			
• ICT & Cybersecurity		future				
• Military & Defense						

[1] Source: www.wantedanalytics.com

[2] Source: Washington State Board for Community & Technical Colleges

[3] Source: Office of the Superintendent of Public Instruction and Washington State Board for Community & Technical Colleges

[4] Source: Apprenticeship Section, Labor and Industries, Washington State www.apprenticeship.lni.wa.gov

‡ Data reported yearly and available late fall to early winter

Pierce County Workforce System Performance Priorities and Metrics

What matters and how we know we are doing a good job?

Workforce System Performance	Measurement Method
<p>1. Increase the number of jobs filled during the measurement period.</p> <p>a. Intentionally target job seekers who have exhausted UI benefits recently or will exhaust soon</p> <p>b. Intentionally target people receiving SSD and SSI</p>	<ul style="list-style-type: none"> • Use Wanted Analytics to show quarter over quarter change in number of job listings by sectors, careers and employers. See if we can determine whether jobs fill within 90 days. • Benchmark the number of discouraged job seekers and track the number who achieve employment – define discouraged as those who have exhausted UI benefits recently or will exhaust soon. Use ESD Unemployment Insurance and Taxes data. Need to find out how to measure SSD and SSI customers – need to define discouraged with this population • <i>This is a reference number only that we do not need to track:</i> Decrease in unemployment rate – monthly reports generated by Employment Security Department, Bureau of Labor Statistics. Report to show trend.
<p>2. Decrease the number of high school drop outs; increase the number re-engaged drop outs; increase the number of high school diploma/or equivalent attainment by young adults and adults.</p>	<ul style="list-style-type: none"> • Compare benchmarked dropout rate and diploma attainment (78.7% on time graduation rate for 2014) for Pierce County high schools and track strategies and improvements – For 2016, 133,247 students enrolled in K-12 system – of which 40,928 are enrolled in 9th – 12th grades. Use OSPI data for graduation and drop-out rates; survey K-12 professionals to identify strategies impacting this measure. • Benchmark and track number of young adults under 21 years of age re-engaged into secondary education; are we re-engaging more than the number dropping out? Use OSPI data • <i>This is a reference number only that we do not need to track:</i> Compare benchmarked rate of working age adults age 25 years and older without a high school diploma or equivalent to current rate - According to the 2010-2014 American Community Survey of 533,690 people, 34,689 did not have a high school diploma or equivalent – measure annually – use the Census American Community Survey. http://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t; also use the State Board for Community and Technical College Adult Basic Education data
<p>3. Increase in the number of residents receiving postsecondary education recognition (certificate, AA, BA, journey level)</p>	<ul style="list-style-type: none"> • Benchmark the number and type of certificates/AA/BA/journey level credentials that are awarded and track to see if the numbers increase annually. Compare to see how these tie to demand sectors and careers. Get data from WA State Board for Community and Technical Colleges (Oct 2016 will have 2015/2016 data - Darbi) and from WA Student Achievement Council (Lexi) L&I for journey level apprenticeship awards.

WorkForce Central

PY16/FY17 Expenditure / Obligation Progression

Q4 - 6/30/17 Actual as of 7/31/17

ADULT					
	\$ Grant	\$ Expended	\$ Obligated	Total	% Obligated
Q1 September 30, 2016 Report	1,866,126	196,617	2,140,755	2,337,372	125%
Q2 December 31, 2016 Report		638,413	1,775,539	2,413,952	129%
Q3 March 31, 2017 Report		1,029,888	1,502,894	2,532,782	136%
Q4 June 30, 2017 Report		1,375,727	1,245,189	2,620,916	140%

DW					
	\$ Grant	\$ Expended	\$ Obligated	Total	% Obligated
Q1 September 30, 2016 Report	1,725,833	-	2,033,629	2,033,629	118%
Q2 December 31, 2016 Report		142,940	2,331,412	2,474,352	143%
Q3 March 31, 2017 Report		653,947	2,033,538	2,687,485	156%
Q4 June 30, 2017 Report		1,114,119	1,618,448	2,732,567	158%

YOUTH					
	\$ Grant	\$ Expended	\$ Obligated	Total	% Obligated
Q1 September 30, 2016 Report	1,956,279	-	837,935	837,935	43%
Q2 December 31, 2016 Report		422,418	790,127	1,212,545	62%
Q3 March 31, 2017 Report		772,292	556,784	1,329,076	68%
Q4 June 30, 2017 Report		1,143,176	1,176,844	2,320,020	119%

PIERCE COUNTY WORKFORCE DEVELOPMENT COUNCIL
MEMORANDUM OF UNDERSTANDING
Final
July 2017 to June 2021

For Implementation of the Workforce Innovation and Opportunity Act (WIOA)

The following Memorandum of Understanding (the MOU) sets forth the terms of agreement for cooperation and consultation with regard to implementation of the Workforce Innovation and Opportunity Act (WIOA) of 2014 among the following Agencies (the Agencies) within the Pierce County WorkSource Network (the Network):

The Agencies agree to work with the following partners who comprise the Pierce County Workforce Network in carrying out the agreements within this MOU. This MOU is between the Pierce County Workforce Development Council, (WDC), Chief Local Elected Officials serving on the WorkForce Central Executive Board, and the following Agencies:

- DSHS/Department of Vocational Rehabilitation
- Department of Labor and Industries
- Department of Social and Health Services
- WA Employment Security Department
- Job Corps
- Clover Park Technical College
- Pierce College
- Tacoma Community College
- Tacoma Community House
- The Rescue Mission
- Pierce County Rural Library District
- Department of Services for the Blind
- Goodwill of the Olympics and Rainier Region
- Bates Technical College

1. Purpose of Agreement

It is the purpose of this Agreement to establish a cooperative and mutually beneficial relationship among and between the Agencies and to set forth the relative responsibilities of the Agencies insofar as they relate to planning and implementation of individual and mutual duties, obligations, and responsibilities under the Workforce Innovation and Opportunity Act.

2. General Provisions

It is understood by the Agencies that each should be able to fulfill its responsibilities under this Agreement in accordance with the provisions of law and regulations which govern their activities. Nothing in this Agreement is intended to negate or otherwise render ineffective any such provisions or operating procedures.

3. Strategic Vision for the System

The Agencies agree to support the *vision, mission, and strategic goals set forth by the WDC and Chief Local Elected Officials* for the Workforce Development System through each Agency's policies and through resources where appropriate.

Overall Vision:

Overall vision: The transformed workforce development system is customer-focused, providing comprehensive solutions based on the individual circumstances of each customer—whether job seeker, worker, or business. The system is based on building long-term relationships with customers, not just transactions. The customer’s overall experience and success are our highest priority.

WorkSource Pierce partners in all locations operate as a united team, providing exceptional customer service to assist businesses to find well-qualified, enthusiastic workers, and helping people find good jobs that lead to career growth.

Mission: The Workforce Development System mission is to provide access to and enhance delivery of workforce development services for job seekers, workers and businesses.

WDC Goals:

Goal 1:-Develop, and implement innovative customer services and programs to unlock local talent, create self-sufficiency and increase the prosperity of the region.

Goal 2: Increase the engagement of business/employers through a value-added workforce system.

Goal 3: Strengthen integration and efficiency of the Pierce County Workforce Development System through the use of partnerships and technology.

4. Duration of Agreement

The Agreement will commence on the 1st day of July 2017 and shall not expire until 30th day of June 2021 unless amended or canceled by the Agencies in accordance with the terms set forth herein. This agreement supersedes previous agreements.

5. Responsibilities of the Agencies Under Agreement

In consideration of the mutual aims and desires of the Agencies participating in this Agreement and in recognition of the public benefit to be derived from effective partnerships, the Agencies agree that their respective responsibilities under this agreement shall be as follows:

5.1 The Workforce Development Council shall:

Assist the Local Elected Officials in fulfilling the requirements of the federal Workforce Innovation and Opportunity Act of 2014 (PL 113-128) including:

- 5.1.1 Oversee four (4) year strategic and Operation plan and updated plan as mandated that connects all investments in workforce development.
- 5.1.2 Conduct strategic oversight to the workforce delivery system (WorkSource Pierce Network).
- 5.1.3 Ensure that there is a Memorandum of Understanding with workforce development system partners for the implementation and operation of the service delivery system in the local area.
- 5.1.4 Certify WorkSource Pierce comprehensive center(s), affiliate and satellite sites.
- 5.1.5 Promote quality in customer service throughout WorkSource Pierce Network.
- 5.1.6 Oversee the performance of the WorkSource Pierce Network.

- 5.1.7 Ensure that there is an Infrastructure Funding Agreement with WIOA and non-WIOA required partners to support the workforce development system.

5.2 Pierce County WorkSource Leadership Team

The Pierce County WorkSource Leadership Team will strategically work to support workforce development system integration and maximize connections among job seekers, workers, businesses and employers. Each agency will actively support the governance structure of the Partnership made up of the Leadership Team and various work teams. This team is formally designated as a WDC committee and provides input and recommendations to the WDC. The Leadership Team will have representation from the partnership under a process that is determined by the signatories to this MOU.

- 5.2.1 Ensure continuous accountability and evaluation through customer satisfaction surveys and other performance outcomes are in place.
- 5.2.2 Promote the further integration of programs through joint planning.
- 5.2.3 Align WorkSource Pierce related planning and budgeting processes and conduct these functions jointly, when appropriate. Contribute cash and/or in kind to support the workforce development system.
- 5.2.4 Jointly identify and support workforce skill standards and industry performance measures to drive common outcomes.
- 5.2.5 Coordinate resources and programs and to promote a more streamlined and efficient workforce development system.
- 5.2.6 Promote information sharing and the coordination of activities to improve customer service, improve local partners' performance and return on investment.
- 5.2.7 Among the Agencies party to this MOU, use common release of information processes subject to confidentiality provisions and to preserve records for the period required by law.
- 5.2.8 To identify and address barriers to coordination.
- 5.2.9 Promote and support the development and implementation of a more unified system of measuring performance and accountability that meet agency requirements.
- 5.2.10 Promote and support the development of common data systems to track progress and measure performance.
- 5.2.11 Provide feedback to the WDC and the LEO's to assist the WDC/LEO's with oversight of the system-wide commitments.
- 5.2.12 Commit to the Continuous Quality Improvement (CQI) initiatives of the WDC, including the CQI Certification Process.

6. Partner Agencies

Each agency agrees to promote, provide and/or link customers to the following career services as defined by WIOA. These services are intended to assist individuals to obtain employment. The parties agree to work together to provide a continuum of services that will assist individuals to obtain the education, skills, and credentials they need to become employed in career pathways with opportunities for wage and skill progression. Each Agency that is a party to this MOU specifies which of these services are provided by the Agency as specified in Appendix A.

Basic Career Services for Job Seekers and Workers

- 6.1 Initial assessment of skill levels (including literacy, numeracy, and English language proficiency, educational levels), aptitudes, abilities (including skills gaps), self-reflection (including social/emotional skills), and supportive service needs (includes a “go to” person for basic needs resources).
- 6.2 Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment.
- 6.3 Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations.
- 6.4 Information, in formats that are usable by an understandable to one- stop customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area.
- 6.5 Outreach, intake and orientation to the information and other services available through the one-stop delivery system.
- 6.6 Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation.
- 6.7 Provision of information and assistance regarding filing claims for unemployment compensation.
- 6.8 Eligibility determination for services.
- 6.9 Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs.
- 6.10 Information, in formats that are usable by and understandable to one-stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area.
- 6.11 Assistance in establishing eligibility for programs of financial aid assistance for education and training programs.

Individualized Career Services for Job Seekers and Workers

- 6.12 Comprehensive and specialized evaluation to identify barriers to employment and employment goals
- 6.13 Development of Individualized Employment Plan (IEP, also known as an Educational Plan)
- 6.14 Group Counseling and Career Advising
- 6.15 Individual Counseling, Career Coaching and Advising
- 6.16 Career/ Vocational Planning

- 6.17 Short-Term Pre-employment/ Vocational Services
- 6.18 Internships and work experiences
- 6.19 Workforce preparation activities
- 6.20 Financial literacy services
- 6.21 Out-of-Area Job Search and relocation assistance
- 6.22 Adult education and literacy activities, including English language acquisition and integrated education and training programs and high school completion.
- 6.23 Follow up services – includes support services

7. System-wide Commitments

In addition to the career services, each agency shall be committed to providing and/or linking customers to additional services as described in Appendix A, which include participation in the development of:

- Common data collection system, including customer satisfaction
- Information Sharing
- Cross Agency Training/Professional Development
- Common Referral System
- Workforce Skill Standards (common set of ‘work readiness’ competencies)
- Common Technology including an Integrated Platform (for data entry, portal, eligibility applications, etc.)
- Single point of contact, one system approach, for businesses to access services.
 - This includes collaborating on recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system

8. Resource and Infrastructure Cost Sharing.

The purpose of this part of the Agreement is to establish the terms and conditions under which the parties will share infrastructure costs and resources in performance of the one-stop workforce system implementation plan. The principle for selecting any methodology will be that customers being served within the system are considered to be the system’s customers, e.g., all of our customers, as they initially enter services. The parties will share system costs, i.e., those costs associated with operating the one-stop system and shared service costs, i.e., the costs associated with providing the planned shared services at certified full service Job Centers, affiliate sites and satellites including but not limited to annual costs for lease, utilities, janitorial, and equipment subject to the allowability of such financial participation under the state or federal law that governs each Agency’s funds.

8.1 Fiscal Lead

WorkForce Central, the fiscal agent for the Pierce County Workforce Development Council, has been designated by the parties to be responsible for all the fiscal activities related to and including the operation of this Resource and Infrastructure Sharing Part of this Agreement.

8.2 Partner Affiliates and Satellites

Costs associated with operating Partner Affiliate and Connection Satellite Sites are primarily borne by the hosting Agencies. Each agency under this part agrees to providing a budget based on the cost of operating such a site. As a partner, these sites will share in the costs and benefit through the use of the name, brand recognition, marketing, and all collateral material funded through the infrastructure and resource sharing agreements.

Appendix B of this Agreement specifies each Agency's commitments for Resource and Infrastructure Sharing.

9. Supplemental Agreements to Interagency Cooperative Agreement

Each Agency that is a party to this Agreement (MOU) understands and agrees that all of the terms and conditions contained within are binding upon subsequent Supplemental Agreement between Agencies. The Supplemental Agreements are not binding on Agencies not party to the Supplemental Agreements. The Agencies further agree that such Supplementary Agreements shall be in furtherance of and complementary to this Agreement. Each Agency that is a party to a Supplemental Agreement shall provide all other Agencies with copies of any Supplemental Agreement they may enter into within thirty days from the date of execution of the Agreement.

Supplemental Agreement Definition: A contract, Memorandum of Understanding, or other Agreement between two or more parties to this MOU entered into in furtherance of or to complement this Agreement and directly related to the Pierce County Workforce Development Area.

10. Indemnification

The parties recognize that the partnership consists of various levels of government, not for profit, and for profit entities. Each party to this Agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No party assumes any responsibility to any other party, state or non-state, for the consequences of any act or omission of any third party. Each party will hold harmless and defend all other parties to this Agreement from any and all claims for damages, including costs and attorney's fees resulting in whole or in part from the party or its agent's activities under the Agreement.

11. Amendment or Cancellation of Agreement

The Agreement may be amended at any time in writing and by mutual consent of the Workforce Development Council, Chief Local Elected Officials and the Agencies. Each Agency may cancel its participation in the Agreement upon sixty (60) days written notice to the other Agencies. In the event an Agency determines that funds are unavailable to carry out the activities set forth in this Agreement, the Agency shall terminate this Agreement by notifying all other Agencies in writing immediately and the Agreement shall terminate upon the delivery of such written notification. When the cancellation is for cause, i.e., a material and significant breach of any of the provisions of this Agreement, it may be canceled upon delivery of written notice to the other Agencies. If a core mandatory partner were to cancel this agreement, pursuant to this section, the WDC will engage in negotiations, document those negotiations, and then if no resolution is reached, engage the Governor's Office to intercede.

12. MOU Dispute Resolution

WIOA emphasizes full and effective partnerships between the local board, chief elected officials and one-stop partners. Local boards and partners must enter into good-faith negotiations. The parties to this agreement agree to communicate openly and directly and that every effort will be made to resolve any problems or disputes in a cooperative manner.

As partners negotiate the MOU or amendments, issues concerning provisions, language, performance or administration of this MOU, failure to agree may result. If an impasse in negotiations occurs between any of the partners (except the WDC), the following steps will occur:

- (1) The parties will document the negotiations and efforts that have taken place to resolve any issues.
- (2) The WDC Chairperson (or designee) will coordinate the MOU dispute resolution through the following process:
 - All parties are advised to actively participate in the negotiations in a good faith effort to reach agreement. Any disputes shall first be attempted to be resolved informally among partners.
 - Should informal resolution efforts fail, the dispute resolution process must be formally initiated by the petitioner seeking resolution. The petitioner must send a notification to the WDC Chairperson (or designee) and all Parties to the MOU regarding the conflict within 10 business days.
 - The WDC Chairperson (or designee) and Chief Local Elected Official (or designee) will meet with the parties involved in the dispute to resolve the issue.
 - The decision of the WDC Chairperson and CLEO shall be final and binding unless such a decision is in contradiction of applicable State and Federal laws or regulations governing the Partner agencies.
 - The right of appeal no longer exists when a decision is final. Additionally, final decisions will not be precedent-setting or binding on future conflict resolutions unless they are officially stated in this procedure.
 - The proposed resolution must be written and dated. A summary of the proposed resolution must be provided to all Parties to the MOU.
- (3) If the parties do not agree to the resolution recommended by the WDC Chairperson and CLEO, or if the dispute is between the WDC and a partner, the WDC, chief elected official and partners may appeal to the Employment Security Department (ESD) Commissioner for resolution. Decisions by the ESD Commissioner (or designee), as the representative of the Governor, will be made in consultation with appropriate CLEO and issued within 30 calendar days of receiving the appeals. If the dispute involves ESD, either party to the dispute can request the services of an independent mediator or hearing officer.
- (4) If one or more of the parties to the dispute is dissatisfied with the ESD Commissioner's decision, the decision can be appealed to the US Department of Labor as described in WIOA Section 181(c).
- (5) Per WIOA Section 121(h) and 20 CFR 678.725-750, local disputes related to funding of the one-stop infrastructure costs can be addressed through the application of the state one-stop funding mechanism determined by the Governor and subject to a state-level appeals process established by the Governor.

13. Federal and State Non-Discrimination Clause

Each of the Agencies party to this agreement shall comply with all applicable local, state, and federal nondiscrimination laws, regulations, rules, and ordinances. This shall include Section 188 of the Workforce Innovation and Opportunity Act and its implementing regulation in 29 C.F.R. § 38.36¹.

¹ <https://www.dol.gov/oasam/programs/crc/sec188.htm> for more information.

14. Confidentiality of Personal Information

Each of the agencies party to this agreement agree not to divulge, publish or otherwise make known to unauthorized persons confidential information accessed under this Agreement. The parties agree that all materials containing confidential information received pursuant to this Agreement, including, but not limited to information derived from or containing patient records, claimant file and medical case management report information, relations with a client, or any other information which may be classified as confidential, shall not be disclosed to other persons without written consent except as may be required by law.

The agencies agree to utilize reasonable security procedures and protections designed to assure that confidential information is not disclosed to persons other than staff who also agree to such confidentiality requirements. The agencies shall include such requirements of confidentiality for all staff that have access to the confidential data pursuant to this Agreement.

15. Initial Customer Complaint Procedures

All parties to this agreement agree to follow the Customer Complaint and Concern Resolution Policy, Policy Number: 3001, Revision Effective Date: July 1, 2015. Attached to this MOU in Appendix C.

16. Methods of Referral within the WorkSource Pierce Network

Each party to this MOU is committed to a referral process that accomplishes a warm handoff between agencies and is designed to be customer focused and efficient. Each agency agrees to comply with the referral procedure when it is developed as specified in Appendix A, when applicable and resources are available.

17. One-Stop Systems Operator Agreement

As specified in WIOA, the WDC will conduct a procurement process for the system one-stop operator. The following are the agreed upon overarching goals that will guide the Operator:

- Increase services delivery by focusing on customer satisfaction and outcome measurements, as approved by the Leadership Team and the WDC (Customer locations for the system including Joint Base Lewis McChord, CBOs, colleges, high schools, community centers, and libraries).
- Strengthen relationships with current and new partners who are similarly committed to the prosperity of individuals, the community and the economy.
- Solicit and listen to the needs of the diverse array of job seekers, workers, and employers to design services and programs and integrate and align resources, programs, and staff for maximum customer benefit.
- Emphasize and maximize technology to promote the capabilities and outcomes of the WorkSource Pierce Workforce System.

APPROVED:

The undersigned Agencies bind themselves to the faithful performance of this Agreement. It is mutually understood that this Agreement shall not become effective until executed by all Parties involved.

Pierce County Workforce Development Council

By: _____
Tim Owens
Pierce WDC Chairman

Date: _____

Chief Local Elected Official

By: _____
Bruce Dammeier
County Executive, Pierce County

Date: _____

WorkForce Central

By: _____
Linda Nguyen
CEO

Date: _____

DSHS/Department of Vocational Rehabilitation

By: _____
Amanda Kipfer, MA, CRC
Vocational Rehabilitation Supervisor

Date: _____

Department of Labor and Industries

By: _____
(Name)
(Title)

Date: _____

Department of Social and Health Services

By: _____
Babs Roberts
Community Services Division Director

Date: _____

WA Employment Security Department

By: _____
Anne Goranson
SW Regional Director

Date: _____

Job Corps

By: _____
Rich Nannini
Project Director

Date: _____

Clover Park Technical College

By: _____
Dr. Joyce Loveday
President

Date: _____

Pierce College

By: _____
Choi Halladay
Vice President of Administrative Services

Date: _____

Tacoma Community College

By: _____
Mary Chikwinya
Interim President

Date: _____

Tacoma Community House

By: _____
Liz Dunbar
Executive Director

Date: _____

The Rescue Mission

By: _____
James M. Johnson
Executive Director

Date: _____

Pierce Rural County Library District

By: _____
Georgia Lomax
Executive Director

Date: _____

Department of Services for the Blind

By: _____
Michael MacKillop
Deputy Director

Date: _____

Goodwill of the Olympics and Rainier Region

By: _____
Lori Forte Harnick
President & CEO

Date: _____

Bates Technical College

By: _____
Ron Langrell
President

Date: _____

APPENDIX A: AGENCY COMMITMENTS

- DSHS/Department of Vocational Rehabilitation
- Department of Labor and Industries
- Department of Social and Health Services
- WA Employment Security Department
- Job Corps
- Clover Park Technical College
- Pierce College
- Tacoma Community College
- Tacoma Community House
- The Rescue Mission
- Pierce County Rural Library District
- Department of Services for the Blind
- Goodwill of the Olympics and Rainier Region
- Bates Technical College

I. DSHS/Department of Vocational Rehabilitation shall provide the following:

a) Basic Career Services (offered at the Comprehensive site once determined);

Offered at the WorkSource Pierce partner affiliate site once DVR staff members have collocated, date TBD. 1305 Tacoma Ave S #201, Tacoma, WA 98402

- 6.1 Initial assessment of skill levels (including literacy, numeracy, and English language proficiency, educational levels), aptitudes, abilities, (including skills gaps), self-reflection (including social/emotional skills), and supportive service needs (includes a “go to” person for basic needs resources). Assessment of disability related barriers to employment.
- 6.2 Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment
- 6.3 Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listing in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skills requirements, and opportunities for advancement for such occupations
- 6.4 Information, in formats that are usable by & understandable to one- stop customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds available in the local area, such as Pierce Transit.
- 6.5 Outreach, intake and orientation to the information and other services available through the one-stop delivery system
- 6.6 Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation
- 6.7 Provision of information and assistance regarding filing claims for unemployment compensation. DVR does not provide this.
- 6.8 Eligibility determination for the Division of Vocational Rehabilitation.
- 6.9 Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs.
- 6.10 Information, in formats that are usable by and understandable to one-stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local are.
- 6.11 Assistance in establishing eligibility for programs of financial aid assistance for education and training programs. DVR does not provide this on a regular basis.

b) Individualized Career Services

(Offered at the Comprehensive site once determined);

Offered at the WorkSource Pierce partner affiliate site once DVR staff members have collocated, date TBD. 1305 Tacoma Ave S #201, Tacoma, WA 98402

- 6.13 Comprehensive and specialized evaluation to Identify barriers to employment and employment goals
- 6.14 Development of Individualized Employment Plan (IEP)
- 6.15 Group Counseling as it pertains to job preparation

- 6.16 Individual Counseling
- 6.17 Career/Vocational Planning
- 6.18 Short-Term Pre-employment/Vocational Services
- 6.19 Internships and work experiences
- 6.20 Workforce preparation activities
- 6.21 Financial literacy services
- 6.22 Out of area Job Search and relocation assistance if required for employment
- 6.23 English language acquisition and integrated education and training programs – DVR does not provide
- 6.24 Follow up services – includes support services

c) Additional Service Commitments

None

II. Through the one-stop delivery system, the agency agrees to participate in the development of system elements c through i. Each partner also agrees to use each system element if the process and design, once developed, is acceptable to their agency. If not acceptable, then this Appendix will be revised to reflect what element will not be used or how the agency will modify for their use.

c) Common Data Collection and Customer Satisfaction System

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards, focus groups and random survey methods.

Agree to use the data to improve service delivery and therefore, customer satisfaction.

Participate in collecting data that may relate to performance outcomes, business contacts and other measures deemed critical by the WDC.

d) Information Sharing

Through the use of the common referral system and technology, agree to share information that the customer agrees to release and that is related to workforce development activities.

e) Cross Agency Training

Accept the jointly identified competencies (i.e., our industry's skill standards) required of professionals in a one-stop delivery system and participate in cross-agency training designed to build these competencies in all the professionals within the system. This participation may take the form of jointly funding the training, advertising the training, using the cross agency training as a method to meet some training goals internal to each agency, and by ensuring that individuals attend the training.

f) Common Referral System

Participate in a common customer referral system, which includes agreeing to accept information (i.e., demographic, assessment and other information) previously collected on the customer through the one-stop system and includes providing information back to the referring agency on the status of the referral.

g) Workforce Skill Standards

Accept and use the workforce skill standards in assessment; curriculum design, training, and certification of job seekers; in job development activities and in marketing to customers.

h) Common Technology

Participate in the development and use of common technologies that assist in:

- Integration of services within and across agencies and systems through agreed upon technological approaches
- Streamlining resources and programs
- Sharing information on customers, agency services, and labor market needs
- Unifying measurement and accountability,
- Developing common data systems to track progress,
- Providing access to information,
- Providing access for customers, and
- Aligning internal processes to allow technology interface.

i) Single Point of Contact for Business

Participate in the methods created to ensure that businesses have a single point of contact for accessing services. These methods may include participation on a system-wide Business Services Team, use of common protocols for reaching out to businesses, and/or use of an electronic contact management system. Participate in the delivery, when appropriate, of services to businesses which may include:

- Talent Development and Retention Services including assessments and skill gap analysis, assessment of job applicants, assistance in finding qualified workers, development of internal career pathways, connections to industry partnerships, custom OJT development, custom incumbent worker training and wage subsidies including subsidized OJT, disability diversity workplace accommodations and incumbent worker training for layoff aversion.
- Consultation, Planning and Growth Services including labor market research, training curriculum analysis and validation, general consulting services for operational improvements, tax and financial incentive services, industrial and organizational needs assessments and information on and referral to business start-up, retention and expansion services.
- Recruitment, Screening and Placement Services including creating or revising job descriptions, posting job listings, strategic advertising of job openings, screening and matching applicants, coordination of interviews, employer/industry specific hiring events which often include pre-screening of job seekers, onsite space for employer interviews and Rapid Re-Employment Services.

Commit to the standard policies and procedures such as:

- Response time to an initial inquiry from a business customer is one (1) business day;
- Response time to a request for services by a business customer is two (2) to three (3) business days; and
- The timeframe for the delivery of specific service(s) to a business customer varies based on the service requested.

I. Department of Labor and Industries shall provide the following:

a) Basic Career Services

- 6.1 Initial assessment of skill levels (including literacy, numeracy, and English language proficiency, educational levels), aptitudes, abilities (including skills gaps), self-reflection (including social/emotional skills), and supportive service needs (includes a “go to” person for basic needs resources).
- 6.2 Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment
- 6.3 Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations
- 6.4 Information, in formats that are usable by & understandable to one- stop customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area
- 6.5 Outreach, intake and orientation to the information and other services available through the one-stop delivery system
- 6.6 Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation
- 6.7 Provision of information and assistance regarding filing claims for unemployment compensation
- 6.8 Eligibility determination
- 6.9 Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs

b) Individualized Career Services

- 6.13 Comprehensive and specialized evaluation to Identify barriers to employment and employment goals
- 6.14 Development of Individualized Employment Plan (IEP)
- 6.15 Group Counseling
- 6.16 Individual Counseling
- 6.17 Career/ Vocational Planning
- 6.18 Short-Term Pre-employment/ Vocational Services
- 6.19 Internships and work experiences
- 6.20 Workforce preparation activities
- 6.24 Follow up services – includes support services

c) Additional Service Commitments

None

II. Through the one-stop delivery system, the agency agrees to participate in the development of system elements c through i. Each partner also agrees to use each system element if the process and design, once developed, is acceptable to their agency. If not acceptable, then this Appendix will be revised to reflect what element will not be used or how the agency will modify for their use.

c) Common Data Collection and Customer Satisfaction System

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards, focus groups and random survey methods. Agree to use the data to improve service delivery and therefore, customer satisfaction. Participate in collecting data that may relate to performance outcomes, business contacts and other measures deemed critical by the WDC.

d) Information Sharing

Through the use of the common referral system and technology, agree to share information that the customer agrees to release and that is related to workforce development activities.

e) Cross Agency Training

Accept the jointly identified competencies (i.e., our industry's skill standards) required of professionals in a one-stop delivery system and participate in cross-agency training designed to build these competencies in all the professionals within the system. This participation may take the form of jointly funding the training, advertising the training, using the cross agency training as a method to meet some training goals internal to each agency, and by ensuring that individuals attend the training.

f) Common Referral System

Participate in a common customer referral system, which includes agreeing to accept information (i.e., demographic, assessment and other information) previously collected on the customer through the one-stop system and includes providing information back to the referring agency on the status of the referral.

g) Workforce Skill Standards

Accept and use the workforce skill standards in assessment; curriculum design, training, and certification of job seekers; in job development activities and in marketing to customers.

h) Common Technology

Participate in the development and use of common technologies that assist in:

- Integration of services within and across agencies and systems through agreed upon technological approaches
- Streamlining resources and programs
- Sharing information on customers, agency services, and labor market needs
- Unifying measurement and accountability,
- Developing common data systems to track progress,
- Providing access to information,
- Providing access for customers, and
- Aligning internal processes to allow technology interface.

i) Single Point of Contact for Business

Participate in the methods created to ensure that businesses have a single point of contact for accessing services. These methods may include participation on a system-wide Business Services Team, use of common protocols for reaching out to businesses, and/or use of an electronic contact management system. Participate in the delivery, when appropriate, of services to businesses which may include:

- Talent Development and Retention Services including assessments and skill gap analysis, assessment of job applicants, assistance in finding qualified workers, development of internal career pathways, connections to industry partnerships, custom OJT development, custom incumbent worker training and wage subsidies including subsidized OJT, disability diversity workplace accommodations and incumbent worker training for layoff aversion.
- Consultation, Planning and Growth Services including labor market research, training curriculum analysis and validation, general consulting services for operational improvements, tax and financial incentive services, industrial and organizational needs assessments and information on and referral to business start-up, retention and expansion services.
- Recruitment, Screening and Placement Services including creating or revising job descriptions, posting job listings, strategic advertising of job openings, screening and matching applicants, coordination of interviews, employer/industry specific hiring events which often include pre-screening of job seekers, onsite space for employer interviews and Rapid Re-Employment Services.

Commit to the standard policies and procedures such as:

- Response time to an initial inquiry from a business customer is one (1) business day;
- Response time to a request for services by a business customer is two (2) to three (3) business days; and
- The timeframe for the delivery of specific service(s) to a business customer varies based on the service requested.

I. Department of Social and Health Services (DSHS) shall provide the following:

a) Basic Career Services

At the WorkSource Pierce Comprehensive Center

1. Link to Washington Connection (WACONN) on resource room computers at WorkSource sites.
2. Training resources will be available to WorkSource staff to assist customers in navigating the site if needed
3. Washington Connection brochures and Client Benefit Account (CBA) brochures for information sharing will be provided
4. Tutorials that help guide users as well as documents for step-by-step assistance on creating the Secure Access Washington (SAW) User ID and the CBA.
5. Information in formats that are useable by and understandable to one-stop-shop customers, relating to the availability of supportive services or assistance, including child care, port, medical or child health assistance benefits under the supplemental nutrition assistance program (SNAP), assistance through the earned income tax credit, assistance under the state temporary assistance for needy families program (TANF) and other supportive services and transportation provided through funds made available in the local area.

At a WorkSource Pierce partner affiliate

1. Link to Washington Connection (WACONN) on resource room computers at WorkSource sites.
2. Training resources will be available to WorkSource staff to assist customers in navigating the site if needed
3. Washington Connection brochures and Client Benefit Account (CBA) brochures for information sharing will be provided
4. Tutorials that help guide users as well as documents for step-by-step assistance on creating the Secure Access Washington (SAW) User ID and the CBA.

b) Individualized Career Services

None

c) Additional Service Commitments

None

II. Through the one-stop delivery system, the agency agrees to participate in the development of system elements c through i. Each partner also agrees to use each system element if the process and design, once developed, is acceptable to their agency. If not acceptable, then this Appendix will be revised to reflect what element will not be used or how the agency will modify for their use.

c) Common Data Collection and Customer Satisfaction System

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards, focus groups and random survey methods.

Agree to use the data to improve service delivery and therefore, customer satisfaction.

Participate in collecting data that may relate to performance outcomes, business contacts and other measures deemed critical by the WDC.

d) Information Sharing

Through the use of the common referral system and technology, agree to share information

that the customer agrees to release and that is related to workforce development activities.

e) Cross Agency Training

Accept the jointly identified competencies (i.e., our industry's skill standards) required of professionals in a one-stop delivery system and participate in cross-agency training designed to build these competencies in all the professionals within the system. This participation may take the form of jointly funding the training, advertising the training, using the cross agency training as a method to meet some training goals internal to each agency, and by ensuring that individuals attend the training.

f) Common Referral System

Participate in a common customer referral system, which includes agreeing to accept information (i.e., demographic, assessment and other information) previously collected on the customer through the one-stop system and includes providing information back to the referring agency on the status of the referral.

g) Workforce Skill Standards

Accept and use the workforce skill standards in assessment; curriculum design, training, and certification of job seekers; in job development activities and in marketing to customers.

h) Common Technology

Participate in the development and use of common technologies that assist in:

- Integration of services within and across agencies and systems through agreed upon technological approaches
- Streamlining resources and programs
- Sharing information on customers, agency services, and labor market needs
- Unifying measurement and accountability,
- Developing common data systems to track progress,
- Providing access to information,
- Providing access for customers, and
- Aligning internal processes to allow technology interface.

i) Single Point of Contact for Business

Participate in the methods created to ensure that businesses have a single point of contact for accessing services. These methods may include participation on a system-wide Business Services Team, use of common protocols for reaching out to businesses, and/or use of an electronic contact management system. Participate in the delivery, when appropriate, of services to businesses which may include:

- Talent Development and Retention Services including assessments and skill gap analysis, assessment of job applicants, assistance in finding qualified workers, development of internal career pathways, connections to industry partnerships, custom OJT development, custom incumbent worker training and wage subsidies including subsidized OJT, disability diversity workplace accommodations and incumbent worker training for layoff aversion.
- Consultation, Planning and Growth Services including labor market research, training curriculum analysis and validation, general consulting services for operational improvements, tax and financial incentive services, industrial and organizational needs assessments and information on and referral to business start-up, retention and expansion services.
- Recruitment, Screening and Placement Services including creating or revising job descriptions, posting job listings, strategic advertising of job openings, screening and

matching applicants, coordination of interviews, employer/industry specific hiring events which often include pre-screening of job seekers, onsite space for employer interviews and Rapid Re-Employment Services.

Commit to the standard policies and procedures such as:

- Response time to an initial inquiry from a business customer is one (1) business day;
- Response time to a request for services by a business customer is two (2) to three (3) business days; and
- The timeframe for the delivery of specific service(s) to a business customer varies based on the service requested.

I. **WA Employment Security Department** shall provide the following:

Basic Career Services for Job Seekers and Workers

6.1 Initial assessment of skill levels (including literacy, numeracy, and English language proficiency, educational levels), aptitudes, abilities (including skills gaps), self-reflection (including social/emotional skills), and supportive service needs (includes a “go to” person for basic needs resources).

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
Yes	Yes	Yes	Yes	Yes	Yes

6.2 Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
Yes	Yes	Yes	Yes	Yes	No

6.3 Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
Yes	Yes	Yes	Yes	Yes	No

6.4 Information, in formats that are usable by & understandable to one- stop customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
Yes	Yes	Yes	Yes	Yes	Yes

6.5 Outreach, intake and orientation to the information and other services available through the one-stop delivery system

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
Yes	Yes	Yes	Yes	Yes	No

6.6 Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation.

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?

Yes	Yes	Yes	Yes	No	Yes
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6.7 Provision of information and assistance regarding filing claims for unemployment compensation.

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
Yes	Yes	Yes	Yes	Yes	Yes

6.8 Eligibility determination

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
Yes	Yes	No	Yes	Yes	Yes

6.9 Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
Yes	Yes	Yes	Yes	Yes	Yes

6.10 Information, in formats that are usable by and understandable to one-stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
Yes	Yes	Yes	Yes	No	Yes

6.11 Assistance in establishing eligibility for programs of financial aid assistance for education and training programs

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
Yes	Yes	Yes	No	No	Yes

Individualized Career Services for Job Seekers and Workers

6.13 Comprehensive and specialized evaluation to Identify barriers to employment and employment goals

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
Yes	Yes	Yes	Yes	Yes	Yes

6.14 Development of Individualized Employment Plan (IEP)

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
Yes	Yes	No	Yes	Yes	Yes

6.15 Group Counseling

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?

Yes	Yes	No	No	Yes	Yes
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6.16 Individual Counseling

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
Yes	Yes	Yes	No	Yes	Yes

6.17 Career/ Vocational Planning

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
Yes	Yes	Yes	No	Yes	Yes

6.18 Short-Term Pre-employment/ Vocational Services

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
Yes	Yes	No	No	Yes	Yes

6.19 Internships and work experiences

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
Yes	Yes	No	No	Yes	Yes

6.20 Workforce preparation activities

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
Yes	Yes	Yes	Yes	Yes	Yes

6.21 Financial literacy services

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
Yes	Yes	No	Yes	Yes	Yes

6.22 Out-of-Area Job Search and relocation assistance

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
Yes	Yes	No	No	Yes	Yes

6.23 English language acquisition and integrated education and training programs

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
No	No	No	No	No	Yes

6.24 Follow up services - includes support services

Provide Service?	At Affiliate Site?	At One Stop Center?	Through Technology?	One to one Service?	Referred Service?
Yes	Yes	Yes	Yes	Yes	No

c) Additional Service Commitments

None

II. Through the one-stop delivery system, the agency agrees to participate in the development of system elements c through i. Each partner also agrees to use each system element if the process and design, once developed, is acceptable to their agency. If not acceptable, then this Appendix will be revised to reflect what element will not be used or how the agency will modify for their use.

c) Common Data Collection and Customer Satisfaction System

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards, focus groups and random survey methods. Agree to use the data to improve service delivery and therefore, customer satisfaction. Participate in collecting data that may relate to performance outcomes, business contacts and other measures deemed critical by the WDC.

d) Information Sharing

Through the use of the common referral system and technology, agree to share information that the customer agrees to release and that is related to workforce development activities.

e) Cross Agency Training

Accept the jointly identified competencies (i.e., our industry's skill standards) required of professionals in a one-stop delivery system and participate in cross-agency training designed to build these competencies in all the professionals within the system. This participation may take the form of jointly funding the training, advertising the training, using the cross agency training as a method to meet some training goals internal to each agency, and by ensuring that individuals attend the training.

f) Common Referral System

Participate in a common customer referral system, which includes agreeing to accept information (i.e., demographic, assessment and other information) previously collected on the customer through the one-stop system and includes providing information back to the referring agency on the status of the referral.

g) Workforce Skill Standards

Accept and use the workforce skill standards in assessment; curriculum design, training, and certification of job seekers; in job development activities and in marketing to customers.

h) Common Technology

Participate in the development and use of common technologies that assist in:

- Integration of services within and across agencies and systems through agreed upon technological approaches
- Streamlining resources and programs
- Sharing information on customers, agency services, and labor market needs
- Unifying measurement and accountability,
- Developing common data systems to track progress,
- Providing access to information,
- Providing access for customers, and
- Aligning internal processes to allow technology interface.

i) Single Point of Contact for Business

Participate in the methods created to ensure that businesses have a single point of contact for accessing services. These methods may include participation on a system-wide Business Services Team, use of common protocols for reaching out to businesses, and/or use of an electronic contact management system. Participate in the delivery, when appropriate, of services to businesses which may include:

- Talent Development and Retention Services including assessments and skill gap analysis, assessment of job applicants, assistance in finding qualified workers, development of internal career pathways, connections to industry partnerships, custom OJT development, custom incumbent worker training and wage subsidies including subsidized OJT, disability diversity workplace accommodations and incumbent worker training for layoff aversion.
- Consultation, Planning and Growth Services including labor market research, training curriculum analysis and validation, general consulting services for operational improvements, tax and financial incentive services, industrial and organizational needs assessments and information on and referral to business start-up, retention and expansion services.
- Recruitment, Screening and Placement Services including creating or revising job descriptions, posting job listings, strategic advertising of job openings, screening and matching applicants, coordination of interviews, employer/industry specific hiring events which often include pre-screening of job seekers, onsite space for employer interviews and Rapid Re-Employment Services.

Commit to the standard policies and procedures such as:

- Response time to an initial inquiry from a business customer is one (1) business day;
- Response time to a request for services by a business customer is two (2) to three (3) business days; and
- The timeframe for the delivery of specific service(s) to a business customer varies based on the service requested.

I. **Job Corps** shall provide the following:

a) Basic Career Services

At the REACH Center

- Initial assessment of skill levels (including literacy, English language proficiency, aptitudes, abilities (including skills gaps), self-reflection (including social/emotional skills) and supportive service needs (includes a “go to” person for basic needs resources)
- Job Corps collaborates with housed ESD staff to assist in the delivery of the following:
 - Job search assistance, career counseling, provision of information on in- demand industry sectors and occupations, provision of information on Non-traditional employment.
 - Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations
- Provide information on all college related services in accessible format.
- Outreach, intake and orientation to the information and other services available through the one-stop delivery system/IBEST Outreach and other college related outreach that is ABE connected.
- Performance information and program cost information on eligible providers through CareerBridge (<http://www.careerbridge.wa.gov/>), providers of adult education, providers of career and technical education activities at the postsecondary level (www.wacareerpaths.com), and career and technical education activities available to high school recovery programs and completion programs such as HS 21+ and GED Completion and English language acquisition.
- Referrals to and coordination of activities with other programs and community partners, including programs and services within the one-stop delivery system and other workforce development programs.
- Assistance in establishing eligibility for programs of financial aid assistance for education and training programs.

b) Individualized Career Services

At the REACH Center

- Workforce staff, Educational Opportunity (EOC)staff and ESD on-site staff will provide comprehensive and specialized evaluation to education and employment including:
 - Connections to Part time /Full time employment opportunities, employment fairs and industry sector information and research.
 - Resume and Cover Letter electronic support
 - Interview preparation
 - Career assessment to include identification of skill gaps resulting in referrals to vocational education/career training including English language acquisition, basic skill development, high school completion and career pathway on-ramps such as IBEST
 - Connection to support services and resources
 - Assistance with FAFSA
 - Assistance with Financial Aid Loan default.
- Staff will assist with customer identification of viable career pathways and connect to appropriate services including advising and instruction to develop an Individualized Learning (Education) Plan. Focus is on demand areas in Pierce County where educational pathways align and where opportunities are available for wage and skill progression.

c) Additional Service Commitments

None

II. Through the one-stop delivery system, the agency agrees to participate in the development of system elements c through i. Each partner also agrees to use each system element if the process and design, once developed, is acceptable to their agency. If not acceptable, then this Appendix will be revised to reflect what element will not be used or how the agency will modify for their use.

c) Common Data Collection and Customer Satisfaction System

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards, focus groups and random survey methods. Agree to use the data to improve service delivery and therefore, customer satisfaction. Participate in collecting data that may relate to performance outcomes, business contacts and other measures deemed critical by the WDC.

d) Information Sharing

Through the use of the common referral system and technology, agree to share information that the customer agrees to release and that is related to workforce development activities.

e) Cross Agency Training

Accept the jointly identified competencies (i.e., our industry's skill standards) required of professionals in a one-stop delivery system and participate in cross-agency training designed to build these competencies in all the professionals within the system. This participation may take the form of jointly funding the training, advertising the training, using the cross agency training as a method to meet some training goals internal to each agency, and by ensuring that individuals attend the training.

f) Common Referral System

Participate in a common customer referral system, which includes agreeing to accept information (i.e., demographic, assessment and other information) previously collected on the customer through the one-stop system and includes providing information back to the referring agency on the status of the referral.

g) Workforce Skill Standards

Accept and use the workforce skill standards in assessment; curriculum design, training, and certification of job seekers; in job development activities and in marketing to customers.

h) Common Technology

Participate in the development and use of common technologies that assist in:

- Integration of services within and across agencies and systems through agreed upon technological approaches
- Streamlining resources and programs
- Sharing information on customers, agency services, and labor market needs
- Unifying measurement and accountability,
- Developing common data systems to track progress,
- Providing access to information,
- Providing access for customers, and

- Aligning internal processes to allow technology interface.

i) Single Point of Contact for Business

Participate in the methods created to ensure that businesses have a single point of contact for accessing services. These methods may include participation on a system-wide Business Services Team, use of common protocols for reaching out to businesses, and/or use of an electronic contact management system. Participate in the delivery, when appropriate, of services to businesses which may include:

- Talent Development and Retention Services including assessments and skill gap analysis, assessment of job applicants, assistance in finding qualified workers, development of internal career pathways, connections to industry partnerships, custom OJT development, custom incumbent worker training and wage subsidies including subsidized OJT, disability diversity workplace accommodations and incumbent worker training for layoff aversion.
- Consultation, Planning and Growth Services including labor market research, training curriculum analysis and validation, general consulting services for operational improvements, tax and financial incentive services, industrial and organizational needs assessments and information on and referral to business start-up, retention and expansion services.
- Recruitment, Screening and Placement Services including creating or revising job descriptions, posting job listings, strategic advertising of job openings, screening and matching applicants, coordination of interviews, employer/industry specific hiring events which often include pre-screening of job seekers, onsite space for employer interviews and Rapid Re-Employment Services.

Commit to the standard policies and procedures such as:

- Response time to an initial inquiry from a business customer is one (1) business day;
- Response time to a request for services by a business customer is two (2) to three (3) business days; and
- The timeframe for the delivery of specific service(s) to a business customer varies based on the service requested.

I. ***Clover Park Technical College*** shall provide the following:

a) **Basic Career Services**

Initial assessments of skill levels including, but not limited to: literacy, numeracy, English language proficiency, education levels, aptitudes, abilities, self-reflection (including social/emotional skills), and supportive service needs are the center of Clover Park Technical College's service delivery model. Academic/educational skill levels are assessed via CASAS testing, HS21 credit evaluation, individual advising and transcript evaluation and work history relevancy.

The Clover Park Technical College **Satellite** site, located on our main campus in Lakewood Washington, will reside with the Workforce Development Department staff and part-time co-located Employment Security Department staff who will assist in the delivery of the following:

- Job Search Assistance, career counseling, provision of information on in-demand industry sectors and occupations and provision of information on non-traditional employment.
- Workforce and labor market employment statistics information including accurate information relating to local, regional, and national labor market areas including: job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skills required, and opportunities for advancement.
- ADA compliant software and equipment that creates accessibility for clients with disabilities.
- Information regarding filing claims for unemployment compensation, Training Benefits, and Commissioner Approved Training is provided by the Co-located Employment Security Department staff.

Clover Park Technical College provides information via trained Workforce Development staff, utilizing WASHINGTON CONNECTION, relating the availability of supportive services/assistance including: childcare resources, medical or child health assistance benefits under the Supplemental Nutrition Assistance Program, access to child support services and earned income tax credit. Clover Park Technical College offers assistance for clients eligible for or currently receiving Temporary Assistance for Needy Families benefits as well as clients eligible for or currently receiving Basic Food Employment and Training benefits.

Clover Park Technical College will provide updated performance information and program cost information on eligible providers through CareerBridge (<http://www.careerbridge.wa.gov/>), as well as to, providers of adult education, providers of career and technical education activities at the postsecondary level (www.careerpaths.com), and career and technical education activities available to high school recovery programs and high school completion programs (including HSE and GED).

Clover Park Technical College will conduct outreach, intake, and orientation to the information and services available through the One-Stop delivery network including: IBEST, ABE, ELA, funding opportunities and other related College outreach information.

Clover Park Technical College will provide referrals to and coordination of activities with other college partner programs and community based partners, including programs within the One-Stop delivery network as well as other workforce development program.

Clover Park Technical College will provide assistance in establishing eligibility for program of financial aid assistance for education and training programs. Workforce Development/One Stop Network referrals will be provided with a funding plan that leverages other financial aid resources for students.

b) Individualized Career Services

Services offered primarily at the Clover Park Technical College main campus located in Lakewood, WA. Limited Career Services offered at CPTC's South Hill campus, Puyallup, WA. * **Service levels dependent on funding.**

Comprehensive and specialized evaluation to identify barriers to employment and employment goals:

Offered via a dedicated Workforce Advisor/Counselor, Career Pathway Specialist, ABE Navigator, Co-Located Employment Security Department staff, and various support positions focused on access to education and employment opportunities.

Development of Individualized Employment Plan (IEP):

Provided in the Workforce Satellite site on our main campus and through professional technical programs with associated program navigators.

Group Advising:

CPTC conduct program specific group advising regularly. The Basic Skills Navigator conducts group appointments focused on Basic Skills and HS completion options both on campus and at various community based site and outreach events. Group appointments with Navigator to discuss Basic Skills and HS completion plan, outreach and recruitment at other sites.

Individual Counseling:

Students needing individual counseling can be seen by one of CPTC's three credentialed/licensed counselors.

Individual Advising:

The Basic Skills Navigator conducts individual appointments for new and returning Basic Skills student which can include High School Completion planning. Offered on and off campus. Workforce Development funding eligible (new and returning) students complete individual advising appointments quarterly and receive customized education and funding plans as well as barrier removal assistance.

Career/ Vocational Planning:

All new and returning CPTC students receive educational plans.

Short-Term Pre-employment/ Vocational Services

CPTC offers several short-term pre-employment/vocation services including, but not limited to:

- IBEST
- Continuing Education courses (on campus and online)
- Specialized training via grants
- Pre-Apprentice and Apprenticeship opportunities

Internships and work experiences:

CPTC offers a variety of paid and non-paid work experiences to eligible students.

Students in professional technical programs with clinical placement requirements benefit from hands-on industry training opportunities throughout the community.

CPTC can offer work experience placement options for community based organization

CPTC plans to collaborate with ResCare for internship and work experience opportunities for 16-24 year old groups

Workforce preparation activities:

- Employment fairs
- Industry sector employer events (arranged by program)

Financial literacy service:

Financial Literacy taught in all Basic Skills courses.

CPTC partners with the Metropolitan Development Council (MDC) to house a co-located MDC staff member at the Lakewood campus to deliver the following:

- Connection to support services and resources

- Assistance with Federal Financial Aid (FAFSA)
- Assistance with Federal Financial Aid loan default

Basic Skills:

- CASAS assessment for Basic Skills placement
- HS 21+ Credential Evaluation in partnership with Northwest Career and Technical High School (NWCTHS) located on the main Lakewood campus
- Basic Skills ELA classes 1-5 Math/English/Reading/Writing/Digital Literacy/Employability Skills
- Basic Skills classes ABE 1-6 Math/English/Social Studies/Science/Digital Literacy/Employability Skills
- GED testing and preparation/navigation

c) Additional Service Commitments

College libraries are open to the community and have resources that support job seekers and employers.

Invista Performance Solutions (IPS) is a collaboration of four Pierce County Community and Technical Colleges: Clover Park Technical College, Pierce College Fort Steilacoom, Pierce College Puyallup, and Tacoma Community College. Our mission is to provide customized solutions to meet organizations’ training and development needs. Our vision is to be a valued asset to organizations in our community, empowering their workforce to achieve its potential. We help companies gain a competitive advantage in the global economy by increasing the skills of their workforce through education, training, and consulting support.

Continuing Education/Specialized Workforce Education projects can also provide customized training, access to online training, and credit and not credit courses.

Education Grants and programs such as Open Education Resources, DOL grants, and Early Achievers Grant, etc. bring additional resources to the workforce system.

II. Through the one-stop delivery system, the agency agrees to participate in the development of system elements c through i. Each partner also agrees to use each system element if the process and design, once developed, is acceptable to their agency. If not acceptable, then this Appendix will be revised to reflect what element will not be used or how the agency will modify for their use.

c) Common Data Collection and Customer Satisfaction System

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards, focus groups and survey methods. Agree to use the data to improve service delivery and therefore, customer satisfaction. Participate in collecting data that may relate to performance outcomes, business contacts and other measures deemed critical by the WDC.

d) Information Sharing

Through the use of the common referral system and technology, agree to share information that the customer agrees to release (disclosure statement) and that is related to workforce development activities. (TBD by the partnership)

e) Cross Agency Training

Accept the jointly identified competencies (i.e., our industry’s skill standards) required of professionals in a one-stop delivery system and participate in cross-agency training designed to

build these competencies in all the professionals within the system. This participation may take the form of jointly funding the training, advertising the training, using the cross agency training as a method to meet some training goals internal to each agency, and by ensuring that individuals attend the training.

f) Common Referral System

Participate in a common customer referral system, which includes agreeing to accept information (i.e., demographic, assessment and other information) previously collected on the customer through the one-stop system and includes providing information back to the referring agency on the status of the referral.

g) Workforce Skill Standards

Accept and use the workforce skill standards, once defined, in assessment; curriculum design, training, and Certification of job seekers; in job development activities and in marketing to customers.

Commit to the standard policies and procedures such as:

Response time to an initial inquiry from a business customer is one (1) business day;

Response time to a request for services by a business customer is two (2) to three (3) business days;

The timeframe for the delivery of specific service(s) to a business customer varies based on the service requested

h) Common Technology

Participate in the development and use of common technologies that assist in:

- Integration of services within and across agencies and systems through agreed upon technological approaches
- Streamlining resources and programs
- Sharing information on customers, agency services, and labor market needs
- Unifying measurement and accountability,
- Developing common data systems to track progress,
- Providing access to information,
- Providing access for customers, and
- Aligning internal processes to allow technology interface. ** have to consider security needs/issues

i) Single Point of Contact for Business

Participate in the methods created to ensure that businesses have a single point of contact for accessing services. These methods may include participation on a system-wide Business Services Team, use of common protocols for reaching out to businesses, and/or use of an electronic contact management system. Participate in the delivery, when appropriate, of services to businesses which may include:

- Talent Development and Retention Services including assessments and skill gap analysis, assessment of job applicants, assistance in finding qualified workers, development of internal career pathways, connections to industry partnerships,

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Commit to the standard policies and procedures such as:

- Response time to an initial inquiry from a business customer is one (1) business day;
- Response time to a request for services by a business customer is two (2) to three (3) business days; and
- The timeframe for the delivery of specific service(s) to a business customer varies based on the service requested.

I. **Pierce College** shall provide the following:

The following list of services provided at the Pierce College Fort Steilacoom WorkSource Affiliate are intended to assist individuals to obtain employment:

a) **Basic Career Services**

- Initial assessment of skill levels (including literacy, numeracy, and English language proficiency, educational levels), aptitudes, abilities (including skills gaps), self-reflection (including social/emotional skills) and supportive service needs (includes a “go to” person for basic needs resources) are an integral part of Pierce College Pathway Model. Initial assessment of academic / educational skill levels (CASAS testing) (HS 21+ credit evaluation + advising for potential students who bring transcript + work history info etc.)
- The Pierce College WorkSource Affiliate houses an ESD Collocated staff that collaborates with the Workforce staff assist in delivery of the following:
 - Job search assistance, career coaching, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment.
 - Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations
 - Information regarding filing claims for unemployment compensation , Training Benefits and Commissioner Approved Training.
- Information, in formats that are usable by and understandable to one- stop customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area.
- Pierce College WorkSource Affiliate provides ADA compliant software and equipment that creates accessibility for customer with disabilities.
- Outreach, intake and orientation to information and other services available through the one-stop delivery system, to include IBEST Outreach and other college related outreach that is ABE connected.
- Performance information and program cost information on eligible providers through CareerBridge (<http://www.careerbridge.wa.gov/>), providers of adult education, providers of career and technical education activities at the postsecondary level (www.wacareerpaths.com), and career and technical education activities available to high school recovery programs and completion programs such as Pierce College Adult Diploma (PCAD/HS 21+) and GED Completion. Also provide outreach and ESL programs that are site based through orientation sessions.
- Referrals to and coordination of activities with other programs and community partners, including programs and services within the one-stop delivery system and

other workforce development programs. Referrals to coordinated activities with other college partners or community based organizations.

- Assistance in establishing eligibility for programs of financial aid assistance for education and training programs. Creation of a Funding Plan that leverages other Financial Aid resources for participants.

b) Individualized Career Services

- Pierce College WorkSource Affiliate houses an ESD Collocated staff who collaborates with Pierce Workforce staff in the delivery of the following:
 - Evaluation to identify employment goals and employment barriers
 - Connections to Part time /Full time employment opportunities. Access to Internships /work experience are managed using Interfase (an employer /job seeker matching data base) which is part of an larger consortium
 - Access to Pierce County Employers through **Employer of the Month and an Annual Education and Employment Fair held on each campus**
 - Resume and Cover Letter electronic support and in person review
 - Interview preparation.
- The Pierce College WorkSource Affiliate houses an Educational Opportunity (EOC) Collocated staff supported by the Metropolitan Development Council. Collocated staff collaborates with the Workforce staff in the delivery of the following:
 - Career Assessments
 - Connection to support services and resources
 - Assistance with FAFSA
 - Assistance with Financial Aid Loan default.
- Workforce staff assist with customer decisions around career pathways and best fit. Customers are connected with advisors and faculty in pathway selection and in the Development of an Individualized Learning (Education) Plan. Focus is on demand areas in Pierce County where educational pathways align and where opportunities are available for wage and skill progression.

c) Additional Service Commitments

College libraries are open to the community and have resources that support job seekers and employers.

Invista Performance Solutions (IPS) is a collaboration of four Pierce County Community and Technical Colleges: Clover Park Technical College, Pierce College Fort Steilacoom, Pierce College Puyallup, and Tacoma Community College. Our mission is to provide customized solutions to meet organizations' training and development needs. Our vision is to be a valued asset to organizations in our community, empowering their workforce to achieve its potential. We help companies gain a competitive advantage in the global economy by increasing the skills of their workforce through education, training, and consulting support.

Community and Continuing Education can also provide customized training, access to online training, and credit and not credit courses.

Education Grants and programs such as College Spark (Pathways), Hospital Education and Training (HEET), Open Education Resources, etc. bring additional resources to the workforce system.

II. Through the one-stop delivery system, the agency agrees to participate in the development of system elements c through i. Each partner also agrees to use each system element if the process and design, once developed, is acceptable to their agency. If not acceptable, then this Appendix will be revised to reflect what element will not be used or how the agency will modify for their use.

c) Common Data Collection and Customer Satisfaction System

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards, focus groups and survey methods determined by the leadership committee and the WDC. Participate in collecting data that may relate to performance outcomes, business contacts and other measures. Agree to use the data to improve service delivery.

d) Information Sharing

Through the use of the common referral system and technology, agree to share information that the customer agrees to release (disclosure statement) that is related to workforce development activities (tbd by the partnership).

e) Cross Agency Training

Jointly identify and develop competencies (i.e. performance standards) required of professionals in a one-stop delivery system and participate in cross-agency training designed to build these competencies in all the professionals within the system. This participation may take the form of jointly funding the training, advertising the training, using the cross agency training as a method to meet some training goals internal to each agency, and by ensuring that individuals attend the training.

f) Common Referral System

Participate in a common customer referral system (tbd by leadership group), which includes agreeing to accept information (i.e., demographic, assessment, etc.) previously collected on the customer through the one-stop system and includes providing information back to the referring agency on the status of the referral.

g) Workforce Skill Standards

Accept and use the workforce skill standards in assessment; curriculum design, training, and certification of job seekers; in job development activities and in marketing to customers. Agreement to this is pending clarification, review and approval of the specific skill standards referenced in the MOU.

h) Common Technology

Participate in the development and use of common technologies that assist in:

- Integration of services within and across agencies and systems through agreed upon technological approaches
- Streamlining resources and programs
- Sharing information on customers, agency services, and labor market needs
- Unifying measurement and accountability,
- Developing common data systems to track progress,
- Providing access to information,
- Providing access for customers, and
- Aligning internal processes to allow technology interface. There are risks and firewall issues that our IT staff will have to approve or be involved in as the decisions are made

about what we want the technology tools to do and how integrated they will need to be. Security concerns will need to be worked through.

i) Single Point of Contact for Business

Participate in the methods created to ensure that businesses have a single point of contact for accessing services. These methods may include participation on a system-wide Business Services Team, use of common protocols for reaching out to businesses, and/or use of an electronic contact management system.

Participate in the delivery, when appropriate, of services to businesses which may include: Talent Development and Retention Services including assessments and skill gap analysis, assessment of job applicants, assistance in finding qualified workers, development of career pathways, connections to industry partnerships. For Pierce, TCC and CPTC some of this is Invista and we'd utilize that organization to perform these functions.

Commit to the standard policies and procedures such as:

- Response time to an initial inquiry from a business customer is one (1) business day;
- Response time to a request for services by a business customer is two (2) to three (3) business days; and
- The timeframe for the delivery of specific service(s) to a business customer varies based on the service requested.

I. **Tacoma Community College** shall provide the following:

As the system is designed with performance metrics, there is an expectation that services, leveraged resources and monetary commitments will be reviewed annually.

b) Basic Career Services

- Initial assessment of skill levels (including literacy, numeracy, and English language proficiency, educational levels- CASAS testing, HS 21+, credit evaluation), aptitudes, abilities (including skills gaps), self-reflection (including social/emotional skills) and supportive service needs (includes a “go to” person for basic needs resources)
- Tacoma Community College Collaborates with housed ESD staff to assist in the delivery of the following:
 - Job search assistance, career counseling, provision of information on in- demand industry sectors and occupations, provision of information on nontraditional employment.
 - Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations
 - Information regarding filing claims for unemployment compensation, Training Benefits and Commissioner Approved Training.
- Provide information on all college related services in accessible format.
- Outreach, intake and orientation to the information and other services available through the one-stop delivery system/IBEST Outreach and other college related outreach that is ABE connected.
- Performance information and program cost information on eligible providers through CareerBridge (<http://www.careerbridge.wa.gov/>), providers of adult education, providers of career and technical education activities at the postsecondary level (www.wacareerpaths.com), and career and technical education activities available to high school recovery programs and completion programs such as HS 21+ and GED Completion and English language acquisition.
- Referrals to and coordination of activities with other programs and community partners, including programs and services within the one-stop delivery system and other workforce development programs.
- Assistance in establishing eligibility for programs of financial aid assistance for education and training programs. Creation of a Funding Plan that leverages other Financial Aid resources for participants.

b) Individualized Career Services

- Workforce staff, TCC Career Center, Educational Opportunity (EOC)staff and ESD on-site staff will provide comprehensive and specialized evaluation to education and employment including:
 - Connections to Part time /Full time employment opportunities, employment fairs and industry sector information and research.
 - Resume and Cover Letter electronic support
 - Interview preparation
 - Career assessment to include identification of skill gaps resulting in referrals to vocational education/career training including English language acquisition, basic skill development, high school completion and career pathway on-ramps such as IBEST

- Connection to support services and resources
- Assistance with FAFSA
- Assistance with Financial Aid Loan default.
- Staff will assist with customer identification of viable career pathways and connect to appropriate services including advising and instruction to develop an Individualized Learning (Education) Plan. Focus is on demand areas in Pierce County where educational pathways align and where opportunities are available for wage and skill progression.

c) Additional Service Commitments

None

II. Through the one-stop delivery system, the agency agrees to participate in the development of system elements c through i. Each partner also agrees to use each system element if the process and design, once developed, is acceptable to their agency. If not acceptable, then this Appendix will be revised to reflect what element will not be used or how the agency will modify for their use.

c) Common Data Collection and Customer Satisfaction System

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards, focus groups and random survey methods.

Agree to use the data to improve service delivery and therefore, customer satisfaction.

Participate in collecting data that may relate to performance outcomes, business contacts and other measures deemed critical by the WDC.

d) Information Sharing

Through the use of the common referral system and technology, agree to share information that the customer agrees to release and that is related to workforce development activities, as identified by the leadership team.

e) Cross Agency Training

Accept the jointly identified competencies (i.e., our industry's skill standards) required of professionals in a one-stop delivery system and participate in cross-agency training designed to build these competencies in all the professionals within the system. This participation may take the form of jointly funding the training, advertising the training, using the cross agency training as a method to meet some training goals internal to each agency, and by ensuring that individuals attend the training.

f) Common Referral System

Participate in a common customer referral system, which includes agreeing to accept information (i.e., demographic, assessment and other information) previously collected on the customer through the one-stop system and includes providing information back to the referring agency on the status of the referral, identified by the leadership group.

g) Workforce Skill Standards

Accept and use the workforce skill standards in assessment; curriculum design, training, and certification of job seekers; in job development activities and in marketing to customers.

Agreement to this is pending clarification, review and approval of the specific skill standards referenced in the MOU.

h) Common Technology

Participate in the development and use of common technologies within the parameters of the college information security structure, policies and practice that assist in:

- Integration of services within and across agencies and systems through agreed upon technological approaches
- Streamlining resources and programs
- Sharing information on customers, agency services, and labor market needs
- Unifying measurement and accountability,
- Developing common data systems to track progress,
- Providing access to information,
- Providing access for customers, and
- Aligning internal processes to allow technology interface.

i) Single Point of Contact for Business

Participate in the methods created to ensure that businesses have a single point of contact for accessing services. These methods may include participation on a system-wide Business Services Team, use of common protocols for reaching out to businesses, and/or use of an electronic contact management system. Participate in the delivery, when appropriate, of services to businesses which may include:

- Talent Development and Retention Services including assessments and skill gap analysis, assessment of job applicants, assistance in finding qualified workers, development of internal career pathways, connections to industry partnerships, custom OJT development, custom incumbent worker training and wage subsidies including subsidized OJT, disability diversity workplace accommodations and incumbent worker training for layoff aversion.
- Consultation, Planning and Growth Services including labor market research, training curriculum analysis and validation, general consulting services for operational improvements, tax and financial incentive services, industrial and organizational needs assessments and information on and referral to business start-up, retention and expansion services.
- Recruitment, Screening and Placement Services including creating or revising job descriptions, posting job listings, strategic advertising of job openings, screening and matching applicants, coordination of interviews, employer/industry specific hiring events which often include pre-screening of job seekers, onsite space for employer interviews and Rapid Re-Employment Services.

Commit to the standard policies and procedures such as:

- Response time to an initial inquiry from a business customer is one (1) business day;
- Response time to a request for services by a business customer is two (2) to three (3) business days; and
- The timeframe for the delivery of specific service(s) to a business customer varies based on the service requested.

I. **Tacoma Community House** shall provide the following:

At Tacoma Community House, 1314 South L Street Tacoma, WA 98405

a) Basic Career Services

- 6.1 Initial assessment of skill levels (including literacy, numeracy, and English language proficiency, educational levels), aptitudes, abilities (including skills gaps), self-reflection (including social/emotional skills), and supportive service needs (includes a “go to” person for basic needs resources). This service will be provided at Tacoma Community House.
- 6.4 Information, in formats that are usable by & understandable to one- stop customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area. This service will be provided at Tacoma Community House.
- 6.5 Outreach, intake and orientation to the information and other services available through the one-stop delivery system. This service will be provided at Tacoma Community House and through technology.
- 6.6 Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation. This service will be provided at Tacoma Community House and through technology.
- 6.9 Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs. This service will be provided at Tacoma Community House and through technology.
- 6.10 Information, in formats that are usable by and understandable to one-stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area. This service will be provided at Tacoma Community House and through technology.

b) Individualized Career Services

- 6.13 Comprehensive and specialized evaluation to Identify barriers to employment and employment goals. This service will be provided at Tacoma Community House.
- 6.15 Group Counseling. This service will be provided at Tacoma Community House.
- 6.16 Individual Counseling. This service will be provided at Tacoma Community House.
- 6.17 Career/ Vocational Planning. This service will be provided at Tacoma Community House.
- 6.20 Workforce preparation activities. This service will be provided at Tacoma Community House.
- 6.23 English language acquisition and Basic Skills instruction leading to High School Equivalency. This service will be provided at Tacoma Community House.

c) Additional Service Commitments

None

II. Through the one-stop delivery system, the agency agrees to participate in the development of system elements c through i. Each partner also agrees to use each system element if the process and design, once developed, is acceptable to their agency. If not acceptable, then this Appendix will be revised to reflect what element will not be used or how the agency will modify for their use.

c) Common Data Collection and Customer Satisfaction System

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards, focus groups and random survey methods. Agree to use the data to improve service delivery and therefore, customer satisfaction. Participate in collecting data that may relate to performance outcomes, business contacts and other measures deemed critical by the WDC.

d) Information Sharing

Through the use of the common referral system and technology, agree to share information that the customer agrees to release and that is related to workforce development activities.

e) Cross Agency Training

Accept the jointly identified competencies (i.e., our industry's skill standards) required of professionals in a one-stop delivery system and participate in cross-agency training designed to build these competencies in all the professionals within the system. This participation may take the form of jointly funding the training, advertising the training, using the cross agency training as a method to meet some training goals internal to each agency, and by ensuring that individuals attend the training.

f) Common Referral System

Participate in a common customer referral system, which includes agreeing to accept information (i.e., demographic, assessment and other information) previously collected on the customer through the one-stop system and includes providing information back to the referring agency on the status of the referral.

g) Workforce Skill Standards

Accept and use the workforce skill standards in assessment; curriculum design, training, and certification of job seekers; in job development activities and in marketing to customers.

h) Common Technology

Participate in the development and use of common technologies that assist in:

- Integration of services within and across agencies and systems through agreed upon technological approaches
- Streamlining resources and programs
- Sharing information on customers, agency services, and labor market needs
- Unifying measurement and accountability,
- Developing common data systems to track progress,
- Providing access to information,
- Providing access for customers, and
- Aligning internal processes to allow technology interface.

i) Single Point of Contact for Business

Participate in the methods created to ensure that businesses have a single point of contact for

accessing services. These methods may include participation on a system-wide Business Services Team, use of common protocols for reaching out to businesses, and/or use of an electronic contact management system. Participate in the delivery, when appropriate, of services to businesses which may include:

- Talent Development and Retention Services including assessments and skill gap analysis, assessment of job applicants, assistance in finding qualified workers, development of internal career pathways, connections to industry partnerships, custom OJT development, custom incumbent worker training and wage subsidies including subsidized OJT, disability diversity workplace accommodations and incumbent worker training for layoff aversion.
- Consultation, Planning and Growth Services including labor market research, training curriculum analysis and validation, general consulting services for operational improvements, tax and financial incentive services, industrial and organizational needs assessments and information on and referral to business start-up, retention and expansion services.
- Recruitment, Screening and Placement Services including creating or revising job descriptions, posting job listings, strategic advertising of job openings, screening and matching applicants, coordination of interviews, employer/industry specific hiring events which often include pre-screening of job seekers, onsite space for employer interviews and Rapid Re-Employment Services.

Commit to the standard policies and procedures such as:

- Response time to an initial inquiry from a business customer is one (1) business day;
- Response time to a request for services by a business customer is two (2) to three (3) business days; and
- The timeframe for the delivery of specific service(s) to a business customer varies based on the service requested.

I. ***The Rescue Mission*** shall provide the following:

TRM – it is undetermined if we will provide services at a WorkSource Pierce Comprehensive Center or a partner affiliate. We are not an affiliate and are not interested in becoming one at this time.

We do provide several of the Basic Career Services listed under section 6, for Job Seekers and Workers at two of our locations to our clients as follows:

Basic Career Services for Job Seekers and Workers

- 6.1 Initial assessment of skill levels (including literacy, numeracy, and educational levels),).
- 6.2 job search assistance, career counseling, provision of information on in-demand industry sectors and occupations.
- 6.3 information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations
- 6.6 Performance information and program cost information on eligible providers of training services and eligible providers of, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts
- 6.8 Eligibility determination of what?
- 6.9 Referrals to other programs and services, including programs and services within the one-stop delivery system and other workforce development programs
- 6.11 Assistance in establishing eligibility for programs of financial aid assistance for education and training programs

Individualized Career Services for Job Seekers and Workers

- 6.13 evaluation to Identify barriers to employment and employment goals
- 6.17 Career/ Vocational Planning
- 6.23 Information regarding available Pierce County integrated education and training programs

c) Additional Service Commitments

None

II. Through the one-stop delivery system, the agency agrees to participate in the development of system elements c through i. Each partner also agrees to use each system element if the process and design, once developed, is acceptable to their agency. If not acceptable, then this Appendix will be revised to reflect what element will not be used or how the agency will modify for their use.

To the extent our participation makes sense in our role/activities with the One-Stop:

c) Common Data Collection and Customer Satisfaction System

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards, focus groups and random survey methods. Agree to use the data to improve service delivery and therefore, customer satisfaction. Participate in collecting data that may relate to performance outcomes, business contacts and other measures deemed critical by the WDC.

d) Information Sharing

Through the use of the common referral system and technology, agree to share information that the customer agrees to release and that is related to workforce development activities.

e) Cross Agency Training

Accept the jointly identified competencies (i.e., our industry's skill standards) required of professionals in a one-stop delivery system and participate in cross-agency training designed to build these competencies in all the professionals within the system. This participation may take the form of jointly funding the training, advertising the training, using the cross agency training as a method to meet some training goals internal to each agency, and by ensuring that individuals attend the training.

f) Common Referral System

Participate in a common customer referral system, which includes agreeing to accept information (i.e., demographic, assessment and other information) previously collected on the customer through the one-stop system and includes providing information back to the referring agency on the status of the referral.

g) Workforce Skill Standards

Accept and use the workforce skill standards in assessment; curriculum design, training, and certification of job seekers; in job development activities and in marketing to customers.

h) Common Technology

Participate in the development and use of common technologies that assist in:

- Integration of services within and across agencies and systems through agreed upon technological approaches
- Streamlining resources and programs
- Sharing information on customers, agency services, and labor market needs
- Unifying measurement and accountability,
- Developing common data systems to track progress,
- Providing access to information,
- Providing access for customers, and
- Aligning internal processes to allow technology interface.

i) Single Point of Contact for Business

Participate in the methods created to ensure that businesses have a single point of contact for accessing services. These methods may include participation on a system-wide Business Services Team, use of common protocols for reaching out to businesses, and/or use of an electronic contact management system. Participate in the delivery, when appropriate, of services to businesses which may include:

- Talent Development and Retention Services including assessments and skill gap analysis, assessment of job applicants, assistance in finding qualified workers, development of internal career pathways, connections to industry partnerships, custom OJT development, custom incumbent worker training and wage subsidies including subsidized OJT, disability diversity workplace accommodations and incumbent worker training for layoff aversion.
- Consultation, Planning and Growth Services including labor market research, training curriculum analysis and validation, general consulting services for operational improvements, tax and financial incentive services, industrial and organizational needs assessments and

information on and referral to business start-up, retention and expansion services.

- Recruitment, Screening and Placement Services including creating or revising job descriptions, posting job listings, strategic advertising of job openings, screening and matching applicants, coordination of interviews, employer/industry specific hiring events which often include pre-screening of job seekers, onsite space for employer interviews and Rapid Re-Employment Services.

Commit to the standard policies and procedures such as:

- Response time to an initial inquiry from a business customer is one (1) business day;
- Response time to a request for services by a business customer is two (2) to three (3) business days; and
- The timeframe for the delivery of specific service(s) to a business customer varies based on the service requested.

I. **Pierce County Rural Library District** shall provide the following:

Basic Career Services for Job Seekers and Workers

- 6.1 Job + Business Centers in six locations that allow customers extended time on computers to conduct job search Online learning resources to build skills and occupational knowledge; many available 24/7. (technology only)
- 6.2 Test preparation tools for individual use both electronically and in print formats at all library locations. (staff-assisted in facilities)
- 6.3 Computer access, WiFi access, printing, scanning, and photocopier services at all library locations. (technology and staff-assisted)
- 6.4 Technology training classes on a wide-variety of topics to build digital literacy skills at all library locations. (staff-assisted in facilities)
- 6.5 Programs and events that inform and entertain at all library locations. (staff-assisted in facilities)
- 6.6 Test proctoring Services at all library locations. (staff-assisted in facilities)
- 6.7 Public meeting spaces, conference rooms, and study rooms in most library locations for customers to have space to learn, read, and meet with others. (staff-assisted in facilities)
- 6.8 Job + Business website to connect job seekers to free training, online resources, and information that will assist them in their job search. (technology only)
- 6.9 Library staff presentations and outreach to area partners to inform them of free resources available through the library that can help clients in their job search. (staff-assisted outside of library facilities)
- 6.10 E-books and print collections on a wide variety of topics for learning and enjoyment. (technology and staff-assisted)

Individualized Career Services for Job Seekers and Workers

- 6.13 Book-a-Librarian appointments available for help to get job seekers started with their search and receive assistance in connecting to resources (both library-specific resources and referrals to partner services).

c) Additional Service Commitments

None

II. Through the one-stop delivery system, the agency agrees to participate in the development of system elements c through i. Each partner also agrees to use each system element if the process and design, once developed, is acceptable to their agency. If not acceptable, then this Appendix will be revised to reflect what element will not be used or how the agency will modify for their use.

c) Common Data Collection and Customer Satisfaction System

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards, focus groups and random survey methods. Agree to use the data to improve service delivery and therefore, customer satisfaction. Participate in collecting data that may relate to performance outcomes, business contacts and other measures deemed critical by the WDC.

d) Information Sharing

Through the use of the common referral system and technology, agree to share information that the customer agrees to release and that is related to workforce development activities.

e) Cross Agency Training

Accept the jointly identified competencies (i.e., our industry's skill standards) required of professionals in a one-stop delivery system and participate in cross-agency training designed to build these competencies in all the professionals within the system. This participation may take the form of jointly funding the training, advertising the training, using the cross agency training as a method to meet some training goals internal to each agency, and by ensuring that individuals attend the training.

f) Common Referral System

Participate in a common customer referral system, which includes agreeing to accept information (i.e., demographic, assessment and other information) previously collected on the customer through the one-stop system and includes providing information back to the referring agency on the status of the referral.

g) Workforce Skill Standards

Accept and use the workforce skill standards in assessment; curriculum design, training, and certification of job seekers; in job development activities and in marketing to customers.

h) Common Technology

Participate in the development and use of common technologies that assist in:

- Integration of services within and across agencies and systems through agreed upon technological approaches
- Streamlining resources and programs
- Sharing information on customers, agency services, and labor market needs
- Unifying measurement and accountability,
- Developing common data systems to track progress,
- Providing access to information,
- Providing access for customers, and
- Aligning internal processes to allow technology interface.

i) Single Point of Contact for Business

Participate in the methods created to ensure that businesses have a single point of contact for accessing services. These methods may include participation on a system-wide Business Services Team, use of common protocols for reaching out to businesses, and/or use of an electronic contact management system. Participate in the delivery, when appropriate, of services to businesses which may include:

- Talent Development and Retention Services including assessments and skill gap analysis, assessment of job applicants, assistance in finding qualified workers, development of internal career pathways, connections to industry partnerships, custom OJT development, custom incumbent worker training and wage subsidies including subsidized OJT, disability diversity workplace accommodations and incumbent worker training for layoff aversion.
- Consultation, Planning and Growth Services including labor market research, training curriculum analysis and validation, general consulting services for operational improvements, tax and financial incentive services, industrial and organizational needs assessments and information on and referral to business start-up, retention and expansion services.
- Recruitment, Screening and Placement Services including creating or revising job descriptions, posting job listings, strategic advertising of job openings, screening and matching applicants, coordination of interviews, employer/industry specific hiring events

which often include pre-screening of job seekers, onsite space for employer interviews and Rapid Re-Employment Services.

Commit to the standard policies and procedures such as:

- Response time to an initial inquiry from a business customer is one (1) business day;
- Response time to a request for services by a business customer is two (2) to three (3) business days; and
- The timeframe for the delivery of specific service(s) to a business customer varies based on the service requested.

I. *Washington State Department of Services for the Blind* shall provide the following services. These services may be provided in a DSB office, in the community, in a participant home, or on a job site, as appropriate to the situation. The services may be provided directly by DSB staff, contracted through service providers, or secured through negotiating with partner programs and entities.

a) Basic Career Services

- 6.1) Initial assessment of skill levels and skills gaps (including literacy; English language proficiency; educational levels; proficiency with technology; work history; proficiency with adaptive skills of blindness), aptitudes, interests, abilities, social/emotional skills, and degree of personal network and support systems in place.
- 6.2) Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment
- 6.3) Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas; job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations
- 6.4) Information (in formats that are accessible, usable by and understandable to DSB job-seekers) and appropriate referrals relating to the availability of supportive services or assistance, including child care; child support; medical or child health assistance benefits under the supplemental nutrition assistance program; assistance through the earned income tax credit; assistance under state program for temporary assistance for needy families; impact to current benefits through work; and other supportive services and transportation provided through funds made available in the local area
- 6.5) Developing systems (with workforce development partners) for outreach, intake and orientation to the information and other services available through the one-stop delivery system
- 6.6) Provide performance information and program cost information on agency-qualified providers of training and technical services; eligible providers of youth activities; providers of adult education; providers of career and technical education activities at the postsecondary level; and career and technical education activities available to students and out-of-school youth
- 6.8) Eligibility determination for vocational rehabilitation services for individuals with a visual disability
- 6.9) Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs

b) Individualized Career Services

- 6.13) Comprehensive and specialized evaluation to identify barriers to employment and employment goals
- 6.14) Development of Individualized Employment Plan (IEP)
- 6.15) May provide group counseling opportunities as appropriate
- 6.16) Provide individual vocational counseling and guidance to all DSB participants; provide adjustment to blindness counseling as appropriate
- 6.17) Career and vocational planning services for job seekers and career advancement and/or retention services for current workers

- Provide skill building and training for incumbent workers who have experienced changes to functional vision – assist individuals to maintain current job & current wages and avoid becoming reliant on public assistance supports.
 - Provide accessibility and technology assessments for participant’s new/current job site and job tasks
- 6.18)** Pre-employment, career exploration and job readiness services for youth and adults
- Develop collaborative working relationships with Washington State School for the Blind (WSSB), local educational agencies, blind consumer groups, business entities and other community partners to engage youth and adults in job readiness activities throughout the state.
- 6.19)** Paid and unpaid internships and work experiences
- 6.20)** Workforce preparation activities
- 6.21)** Financial literacy services
- 6.22)** Out-of-area job search and relocation assistance
- 6.23)** English language acquisition and integrated education and training programs
- 6.24)** Follow up services – includes ensuring necessary support services are in place and job stabilization has been achieved

c) Additional Service Commitments

c1) Additional service commitments to agency job-seekers:

- Provide adaptive skills of blindness training, including: Braille; Orientation and Mobility and travel techniques; Home Management; Communications; Adaptive Technologies (low and high tech); Self-Advocacy and addressing issues of disability in the workplace.
- Provide tools, aids and technologies required for successful progression towards identified vocational goal
- Develop collaborative working relationships with Washington State School for the Blind (WSSB), local educational agencies, blind consumer groups, business entities and other community partners to engage youth and adults in job readiness activities throughout the state.
- Provide skill building and training for incumbent workers who have experienced changes to functional vision – assist individuals to maintain current job & current wages and avoid becoming reliant on public assistance supports.
- Provide accessibility and technology assessments for participant’s new/current job site and job tasks
- Assist individuals in self-identification of entrepreneurial aptitude and abilities, and assist in establishing small business

c2) Additional service commitments among workforce partner agencies:

- Assist in shared efforts to integrate vocational rehabilitation service delivery within the WorkSource system by partnering to streamline information and processes for orientation, referral and joint service delivery for the benefit of the system’s job-seekers.
- Assist to educate front-line staff (including DSB front-line staff) on eligibility criteria and range of services provided by workforce partner entities
 - Refer and coordinate services for DSB’s vocational rehabilitation job-seekers who are eligible for - and for whom funds are available - so they receive the WIOA Title I and III WorkSource services needed in order to achieve their employment goals, based on the local WorkSource protocols.
- Explore contracted service provision opportunities with local WDCs and partner agencies to provide necessary vocational and/or pre-vocational services for DSB’s job-seekers.

- Share agency’s long history of expertise and experience with providing customer-focused, comprehensive and individualized services for job seekers Provide expertise in assisting of development of a disability-friendly environment: DSB can provide information, referral, and professional development trainings to system partners.
- Provide professional development on importance addressing self-employment as potential vocational goal for job-seekers
- Participate in annual reviews of WorkSource programmatic and physical accessibility.
- Work in strong partnership with One Stop business services teams throughout the state to ensure DSB expertise and individuals with disabilities are included in WIOA and One Stop business engagement efforts.
- Develop agreements to share data with WorksourceWA to be able to track customer rates of participation and successful job placement at state and local levels.

c3) Additional service commitments to business:

- Assist businesses towards understanding how to develop disability-friendly environments and marketing strategies to attract and retain skilled and loyal talent, and to enhance the market penetration of the business.
- Alert businesses to DSB’s ability to provide skill building and training for incumbent workers who have experienced changes to functional vision – assist businesses to retain skilled workers.
- Work with business to establish rich experiences for youth career exploration and work experiences
- Assist federal contractors in meeting their federally-mandated targets for hiring skilled individuals with disabilities.
- Assist state agencies to meet the Governor’s targeted mandates for hiring skilled individuals with disabilities.
- Facilitate a coordinated effort to engage Business Leadership Network (BLN) businesses with the WIOA system’s job seekers and transition-aged youth to support mutual success and benefits.
- Leverage the VR National Employment Team structure to connect job seekers and transition-aged youth with business.
- Leverage agency’s existing employer connections and develop intentional engagement strategy for establishing stronger relationships among those employers, WIOA partners and the broader pool of job seekers in order to better meet business need for skilled and good-fit talent.
- Assist business in utilizing tax credits and other available financial support for hiring or accommodating employees with disabilities
- Assist business in enhancing market penetration

II. Through the one-stop delivery system, the agency agrees to participate in the development of system elements c through i. Each partner also agrees to use each system element if the process and design, once developed, is acceptable to their agency. If not acceptable, then this Appendix will be revised to reflect what element will not be used or how the agency will modify for their use.

c) Common Data Collection and Customer Satisfaction System

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards, focus groups and random survey methods. Agree to use the data to improve service delivery and therefore, customer satisfaction. Participate in collecting data that may relate to performance outcomes, business contacts and other measures deemed critical by the WDC.

d) Information Sharing

Through the use of the common referral system and technology, agree to share information that the customer agrees to release and that is related to workforce development activities.

e) Cross Agency Training

Accept the jointly identified competencies (i.e., our industry's skill standards) required of professionals in a one-stop delivery system and participate in cross-agency training designed to build these competencies in all the professionals within the system. This participation may take the form of jointly funding the training, advertising the training, using the cross agency training as a method to meet some training goals internal to each agency, and by ensuring that individuals attend the training.

f) Common Referral System

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- Consultation, Planning and Growth Services including labor market research, training curriculum analysis and validation, general consulting services for operational improvements, tax and financial incentive services, industrial and organizational needs assessments and

information on and referral to business start-up, retention and expansion services.

- Recruitment, Screening and Placement Services including creating or revising job descriptions, posting job listings, strategic advertising of job openings, screening and matching applicants, coordination of interviews, employer/industry specific hiring events which often include pre-screening of job seekers, onsite space for employer interviews and Rapid Re-Employment Services.

Commit to the standard policies and procedures such as:

- Response time to an initial inquiry from a business customer is one (1) business day;
- Response time to a request for services by a business customer is two (2) to three (3) business days; and
- The timeframe for the delivery of specific service(s) to a business customer varies based on the service requested.

I. ***Goodwill of the Olympics and Rainier Region*** shall provide the following:

At a WorkSource Pierce partner affiliate. Goodwill of the Olympics and Rainier Region, Milgard Work Opportunity Center, 714 S. 27th Street, Tacoma, WA 98409.

- 6.1 Initial assessment of skill levels (including literacy, numeracy, and English language proficiency, educational levels), aptitudes, abilities (including skills gaps), self reflection (including social/emotional skills), and supportive service needs (includes a “go to” person for basic needs resources).
- 6.2 Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment
- 6.3 Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations
- 6.4 Information, in formats that are usable by & understandable to one- stop customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit, assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area
- 6.5 Outreach, intake and orientation to the information and other services available through the one-stop delivery system
- 6.6 Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation
- 6.7 Provision of information and assistance regarding filing claims for unemployment compensation
- 6.9 Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs
- 6.10 Information, in formats that are usable by and understandable to one-stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area
- 6.11 Assistance in establishing eligibility for programs of financial aid assistance for education and training programs

b) Individualized Career Services

At a WorkSource Pierce partner affiliate

Goodwill of the Olympics and Rainier Region, Milgard Work Opportunity Center, 714 S. 27th Street, Tacoma, WA 98409.

- 6.13 Comprehensive and specialized evaluation to Identify barriers to employment and employment goals
- 6.14 Development of Individualized Employment Plan (IEP)
- 6.17 Career/ Vocational Planning

- 6.18 Short-Term Pre-employment/ Vocational Services
- 6.19 Internships and work experiences
- 6.20 Workforce preparation activities
- 6.21 Financial literacy services

c) Additional Service Commitments

None

II. Through the one-stop delivery system, the agency agrees to participate in the development of system elements c through i. Each partner also agrees to use each system element if the process and design, once developed, is acceptable to their agency. If not acceptable, then this Appendix will be revised to reflect what element will not be used or how the agency will modify for their use.

c) Common Data Collection and Customer Satisfaction System

Participate in a common customer satisfaction data collection and analysis system by agreeing to survey customers through comment cards, focus groups and random survey methods. Agree to use the data to improve service delivery and therefore, customer satisfaction. Participate in collecting data that may relate to performance outcomes, business contacts and other measures deemed critical by the WDC.

d) Information Sharing

Through the use of the common referral system and technology, agree to share information that the customer agrees to release and that is related to workforce development activities.

e) Cross Agency Training

Accept the jointly identified competencies (i.e., our industry's skill standards) required of professionals in a one-stop delivery system and participate in cross-agency training designed to build these competencies in all the professionals within the system. This participation may take the form of jointly funding the training, advertising the training, using the cross agency training as a method to meet some training goals internal to each agency, and by ensuring that individuals attend the training.

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Accept and use the workforce skill standards in assessment; curriculum design, training, and certification of job seekers; in job development activities and in marketing to customers.

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- Sharing information on customers, agency services, and labor market needs

- Unifying measurement and accountability,
- Developing common data systems to track progress,
- Providing access to information,
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Participate in the methods created to ensure that businesses have a single point of contact for accessing services. These methods may include participation on a system-wide Business Services Team, use of common protocols for reaching out to businesses, and/or use of an electronic contact management system. Participate in the delivery, when appropriate, of services to businesses which may include:

- Talent Development and Retention Services including assessments and skill gap analysis, assessment of job applicants, assistance in finding qualified workers, development of internal career pathways, connections to industry partnerships, custom OJT development, custom incumbent worker training and wage subsidies including subsidized OJT, disability diversity workplace accommodations and incumbent worker training for layoff aversion.
- Consultation, Planning and Growth Services including labor market research, training curriculum analysis and validation, general consulting services for operational improvements, tax and financial incentive services, industrial and organizational needs assessments and information on and referral to business start-up, retention and expansion services.
- Recruitment, Screening and Placement Services including creating or revising job descriptions, posting job listings, strategic advertising of job openings, screening and matching applicants, coordination of interviews, employer/industry specific hiring events which often include pre-screening of job seekers, onsite space for employer interviews and Rapid Re-Employment Services.

Commit to the standard policies and procedures such as:

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I. **Bates Technical College (BTC)** shall provide the following:

a) Basic Career Services

At the WorkSource Pierce Comprehensive Center:

- Initial Assessment of Skill Levels. BTC can assess client individual educational skill levels through CASAS testing. BTC can provide intake and placement services for students who qualify for HS 21+ programming which includes advising and credit / transcript / work history evaluation.
- Information. BTC can provide information in usable formats about all college related services, programs, pathways, and activities.
- Outreach, intake and orientation. BTC can provide general college information, outreach and admission sessions for students seeking secondary (GED and HS 21+) and post-secondary credentials. (College certificates and degrees).
- Referrals and coordination of activities. BTC staff will coordinate and exchange information with WorkSource Pierce partners in order to find the best fit and suite of services for each client.

At the Bates WorkSource Affiliate Site:

- Job search assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment.
- Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations
- Information regarding filing claims for unemployment compensation, Training Benefits and Commissioner Approved Training.
- Referrals to coordinated activities with other college partners or community based organizations.
- Assistance in establishing eligibility for programs of financial aid assistance for education and training programs. Creation of a Funding Plan that leverages other Financial Aid resources for participants.

b) Individualized Career Services

At the WorkSource Pierce Comprehensive Center:

- ELA and integrated training programs. BTC can administer practice GED tests, tutoring services, and given the variables of available classroom space and size of cohort groups, BTC could provide limited ABE instructional programming from bridge to college math, or bridge to college English courses.

At the Bates WorkSource Affiliate Site:

- ESD Collocated staff collaborate with Bates workforce staff in the delivery of the following:
 - Evaluation to identify employment goals and employment barriers.
 - Connections to Part time /Full time employment opportunities. Access to Internships /work experience are managed using Interfase (an employer /job seeker matching data base) which is part of an larger consortium.

- Resume and Cover Letter electronic support and in person review
- Interview preparation
- Bates' WorkSource Affiliate houses an Educational Opportunity (EOC) Collocated staff supported by the Metropolitan Development Council. Collocated staff collaborates with the Workforce staff in the delivery of the following:
 - Connection to support services and resources
 - Assistance with FAFSA
 - Assistance with Financial Aid Loan default.
- Bates Workforce Education staff assist with customer decisions around career pathways and best fit. Customers are connected with advisors and faculty in pathway selection and in the development of an Individualized Education & Employment Plan. Focus is on demand areas in Pierce County where educational pathways align and where opportunities are available for wage and skill progression.

c) Additional Service Commitments

None

II. Through the one-stop delivery system, the agency agrees to participate in the development of system elements c through i. Each partner also agrees to use each system element if the process and design, once developed, is acceptable to their agency. If not acceptable, then this Appendix will be revised to reflect what element will not be used or how the agency will modify for their use.

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- Consultation, Planning and Growth Services including labor market research, training curriculum analysis and validation, general consulting services for operational improvements, tax and financial incentive services, industrial and organizational needs assessments and information on and referral to business start-up, retention and expansion services.
- Recruitment, Screening and Placement Services including creating or revising job descriptions, posting job listings, strategic advertising of job openings, screening and matching applicants, coordination of interviews, employer/industry specific hiring events which often include pre-screening of job seekers, onsite space for employer interviews and Rapid Re-Employment Services.

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APPENDIX B: Infrastructure and Additional Cost Sharing Agreement

The purpose of this part of the Agreement is to establish the terms and conditions under which the parties will share infrastructure costs and resources in performance of the one-stop workforce system implementation plan. The parties will share system costs, i.e., those costs associated with operating the one-stop system and shared service costs, i.e., the costs associated with providing the planned shared services at a comprehensive Career Center, including but not limited to annual costs for lease, utilities, janitorial, and equipment subject to the allowability of such financial participation under the state or federal law that governs each Agency's funds.

This Infrastructure and Additional Cost Sharing Agreement will be reviewed and negotiated on an annual basis.

B.1. Workforce System and One-Stop Workforce Center Cost Allocation Methodology

The parties agree to the extent feasible to align individual agency resources to support workforce development systems integration. Each agency commits to sharing costs for Centers where the agency participates. These agreements will be negotiated using the appropriate cost allocation methodology, e.g., workstation cost, or FTE, or space or square footage. Each agency commits to sharing infrastructure costs, such as outreach to customers, as negotiated. Additional costs such as personnel that support the system, such as the one-stop operator, will be negotiated with each agency.

B.2. In-Kind Arrangements

In addition to selecting a method for the allocation of on-going costs, parties may contribute to the costs of the partnership on an in-kind basis. Such a contribution must be agreed to by all of the parties and may be used to offset the costs of a party's responsibility for costs under the cost allocation plan. Each in-kind contribution must specify the actual worth of the contribution.

B.3. Agency Commitments

Forthcoming.

APPENDIX C

Customer Complaint and Concern Resolution Policy, Policy Number: 3001, Revision Effective Date:
July 1, 2015.



CUSTOMER COMPLAINT AND CONCERN RESOLUTION POLICY

POLICY NUMBER: 3001

REVISION EFFECTIVE DATE: JULY 1, 2015

SUPERSEDES : Customer Concern and Complaint Resolution Policy Number 006-1012 Revision 2,
Released October 16, 2014

PURPOSE

The WorkForce Central (WFC) Customer Complaint and Concern Resolution Policy ensures all WFC staff and service providers (subrecipients) process and resolve program complaints and concerns alleging a violation of the [Workforce Innovation and Opportunity Act \(WIOA\)](#) law or regulations first at the local level. Additionally, this policy includes customer complaints about discrimination in violation of Equal Opportunity laws at any level. This policy and the procedures contained in the associated Handbook cover complaints alleging noncriminal violations in the operation of local WIOA programs and services.

BACKGROUND

This policy applies to programmatic complaints and concerns pursuant to WIOA sec. 181(c) and complaints alleging discrimination under WIOA Section 188 and/or [Federal Register Part II 29 CFR 37](#).

Information and complaints involving allegations of fraud, abuse, or criminal activity must be reported in accordance to WFC Policy - *Reporting Incidents of Fraud, Program Abuse and Criminal Misconduct Involving WIOA Funding* located at www.workforce-central.org.

TYPES OF COMPLAINTS

A WIOA participant or other interested party may file two types of complaints: complaints against the program and/or an employer and discrimination complaints.

This policy, and the associated Handbook, describes these two types of complaints — programmatic and discrimination — each of which follows its own procedures in alignment with federal regulations.

- Programmatic complaints are complaints which allege a violation of a law, regulations or policy connected to Wagner-Peyser, WIOA, or Trade Adjustment Assistance (TAA) programs but do not allege discrimination. All programmatic complaints must be filed within one year of the alleged date of incident.
- Discrimination complaints are complaints alleging a violation of law(s) that prohibit discrimination in federally assisted programs on the basis of: race; color; religion; sex; age; national origin; disability; political affiliation or belief; and for beneficiaries only, citizenship/status as a lawfully admitted immigrant authorized to work in the United States. Washington State law also prohibits discrimination in public accommodations based on marital status, sexual orientation or gender identity, honorably discharged veteran or military status, and the use of a trained guide dog or service animal by a person with a disability.

Discrimination complaints must be filed within 180 days of the date of the alleged discrimination.

It is important to establish the difference between the types of complaints. A complaint cannot be processed simultaneously as a program complaint and a discrimination complaint. Complainants must have their complaints heard and an earnest attempt must be made to reach a resolution locally. Appeals to the State and, under some circumstances, to the U.S. Department of Labor can be made if any party to an action is not satisfied with the results of the local hearing.

While this policy introduces separate processes to correspond to the different types of complaints described above, all WorkSource partners are expected to collaborate and be responsive to the needs of all WorkSource customers. Collaboration is essential when a complaint presents allegations that cross jurisdictional boundaries, including allegations that involve more than one program or allegations against a program that also alleges discrimination.

CONCERNS

Concerns are written or verbal expressions of dissatisfaction rather than alleged violations of program or discrimination regulations noted in this policy. Concerns do not require the same formal process as a complaint (i.e., logging, tracking, etc.). WorkSource office/Affiliate Complaint Contacts will conduct informal inquiries into expressed concerns. While not formally entered into the official complaint log maintained at WFC, these concerns should be made a matter of record to help develop staff training and/or client support needs for the future. Concerns should be resolved at the lowest level possible before escalating to the level of a complaint.

POLICY

It is the policy of the Tacoma-Pierce County Workforce Development Council dba WorkForce Central (WFC) to:

1. Establish and maintain local procedures and a process for managing complaints and concerns.
2. Appoint a single individual as the WFC Complaints Officer for each type of complaint — discrimination and programmatic.
3. Provide information about the content of the complaint and concern procedures to WIOA participants and other interested parties affected by the local workforce system, including One-Stop partners and service providers.
4. Require that every entity (such as service providers), receiving WIOA Title I funds, provide complaint and concern information to participants receiving WIOA Title I funded services.
5. Make reasonable efforts to make sure that the complaint and concern information is understood by the participants and other individuals. This includes youth and those who speak limited English. These efforts must be in compliance with the language requirements of [29 CFR 37.35](#).
6. WFC and service providers (subrecipients) must provide initial and continuing notice to each WIOA participant, members of the public, and any interested parties of the local complaint and concern procedures and instructions on how to file a complaint or concern. A copy of a written description of the local complaint and concern procedure includes:
 - Notification that the participant has the right to file a complaint or concern at any time of the alleged violation;
 - Instructions and timeline for filing a complaint or concern; and
 - Notification that the participant has the right to receive technical assistance.
 - The notice (*Program Participation Information form*) must be included in each WIOA participant's file at the time of program enrollment. A copy of

acknowledgement of receipt must be signed by the participant. A copy of the Program Participation Information form is included in the WFC Customer Complaint & Concern Documentation & Procedures Handbook.

7. Allow an opportunity for informal resolution.
8. Allow an opportunity for a local hearing. The local hearing must be completed within 60 days of the filing of the complaint or concern.
9. Allow an individual alleging a labor standards violation to submit a grievance to a binding arbitration procedure. Binding arbitration must be provided for in the collective bargaining agreement covering the parties to the grievance.
10. Allow an opportunity for a local level appeal to the State when: a) no decision is reached within 60 days; or b) either party is dissatisfied with the local hearing decision.
11. Publish the minimum complaint and concern processing requirements in the associated WFC Customer Complaint & Concern Documentation & Procedures Handbook. The Handbook contains details as to procedures, safeguards, fact-finding, recording, appeals process, and resolution.

Any WIOA participant or other interested party believing they have been adversely affected by a decision or action by the local workforce system, including decisions by One-Stop partners and service providers, has the right to file a complaint or concern with WFC.

Complaints must be submitted in writing and be signed by the complainant.

At a minimum, complaints must contain the following information:

- Complainant's name;
- Mailing address, or other means by which the complainant may be contacted;
- Identification of individual(s) or organization(s) responsible for the alleged issue;
- A description of the complainant's allegations, which must include enough details to determine the jurisdiction of the complaint and the date(s) the alleged incident(s) took place, and
- The complainant's signature and signature date. The signature of his/her authorized representative is also acceptable.

WFC, its sub recipients and service providers have the responsibility to provide assistance to complainants, including those complaints or concerns against WFC. Such technical assistance includes providing instructions on how to file a complaint or concern, providing relevant copies of documents such as WIOA law, regulations, local rules, contracts requirements, and providing clarifications and interpretations of relevant provisions. This technical assistance requirement does not allow WFC or service providers to violate rules of confidentiality.

At all levels of the complaint or concern process, complainants have the right to be represented, at their own expense, by a person(s) of their choosing.

All complaints or concerns, amendments, and withdrawals that are not solved informally must be in writing. All persons filing complaints or concerns shall be free from restraint, coercion, reprisal, or discrimination.

GENERAL GUIDELINES

The purpose of the following guidelines is to provide information regarding other key elements of complaint management.

a) Due Process

Due process is the established series of actions designed to protect the legal rights of an individual. All persons affected by WIOA should be made aware of their rights and have access to appropriate remedies. Local complaint procedures contain full due process protections.

b) Accurate and Complete Fact Finding

Fact-finding is the discovery or determination of facts and is the first step in the process for complaint or concern management. WIOA requires complaint and concern procedures that ensure accurate fact-finding in preparation for a local hearing.

Initial fact-finding should result in determining the type of complaint. The WFC local complaint officer and ESD's State Audit Resolution Team must be notified immediately if there are criminal complaints involving fraud or program abuse. An Incident Report must be provided after immediate notification. (See *WFC Policy - Reporting Incidents Involving WIOA Funding for reporting details, located at www.workforce-central.oro*)

Generally, fact-finding includes:

1. Establishing the official record.
2. Determining the exact laws, regulations, or policies that have been violated. Participants may have language limitations or other barriers. The individual conducting the fact-finding should establish what they heard, what the issue is, and what exact laws, regulations, or policies have been violated.
3. Creating an accurate and complete record about the complaint. Detailed note taking is needed. Notes should be typed into a report format with complete details about the complaint.
4. Listening to the complainant. Understanding an individual's complaint or concern is important; there is a reason they came to your office or contacted you.
5. Taking a complaint in person or by the telephone. This is an important part of the process. The complainant may need assistance with the complaint.
6. Determining what is causing this individual to contact you. Determine what the problem is, who is causing the problem, and how the problem should be addressed.
7. Determining the facts from the complainant's point of view. Ensure that all the necessary information is gathered. This may be the first indication of the type of complaint and determining next steps in the process to follow to resolve the complaint or concern.
8. Obtaining copies of documents from the complainant for the complaint file.
9. Organizing and processing. The complaint needs to be processed and compared to the requirements in the law, regulations, and policies. Complaints inform the system that the WIOA program may not be working correctly.

Accurate and complete fact-finding should enable the system to determine whether the complaint is a violation of a law, regulation, fraud or abuse, an EO issue, or a program violation.

All complaints as defined in the Customer Complaint & Concern Documentation & Procedures Handbook must be forwarded to WFC's Complaint Officer. WFC will retain a singular log to document and track to closure all complaints.

COMPLAINT CONTACTS

WFC COMPLAINT OFFICER FOR DISCRIMINATION COMPLAINTS:

Deborah Howell

Chief Operations Officer/ Equal Opportunity Officer
253-254-7618 or dhowell@workforce-central.org
3650 South Cedar Street, Tacoma, WA 98409

WFC COMPLAINT COORDINATOR FOR PROGRAM COMPLAINTS:

Percy Lagdan, Director of Accountability

253-245-7908 or plagdan@workforcentral.org
3650 South Cedar Street, Tacoma, WA 98409

DEFINITIONS

Note: For a complete list of definitions, refer to the attached WFC Customer Complaint and Resolution Handbook.

Complaint — The submission of a written and signed allegation that falls under the jurisdiction of WIOA Title 1, Wagner-Peyser, TAA, and/or Non-Discrimination requirements as noted in the WFC Customer Complaint and Resolution Handbook.

Complaint Contact — The program management or staff designated by program administrators responsible for processing program complaints. The WFC Equal Opportunity Officer or the State Equal Opportunity Officer may serve as a complaint contact for discrimination complaints. A contact may also be appointed by the One-Stop Operator that initially assists all customers interested in filing a complaint at a local WorkSource office and determines partner(s) program's complaint jurisdiction if a complaint is subsequently filed.

Complaint Coordinator — The WFC designated single point of contact for the WDA. The Complaint Coordinator is responsible for facilitating the initial process and promoting coordination to resolve all complaints.

Concern — Any verbal expression of dissatisfaction or any written expression of dissatisfaction other than alleged violations of program or non-discrimination rules or laws. Concerns must be referred to the site's Complaint Contact for informal resolution. Concerns do not require the same formal process as a complaint (i.e.: logging, tracking, etc.).

REFERENCES

- [WIOA Sec. 188](#)
- [20 CFR 683.285](#)
 - [20 CFR 683.600, et at.](#)
 - [29 CFR Part 37](#)
 - [Title IX of Education Amendments of 1972](#)
 - [President's Executive Order 11246](#)
 - [RCW 49.60 Human Rights Commission](#)

- [ESD WIOA Policy 5402, Revision 1, Equal Opportunity and Nondiscrimination](#)
- [Washington State Methods of Administration](#)
- [Title VI & VII of the Civil Rights Act of 1964, as amended](#)
- [Section 504 of Rehabilitation Act of 1973, as amended](#)

ATTACHMENT

- WFC Customer Concern & Complaint Handbook

INQUIRIES

Direct Inquires To:
WorkForce Central
3650 South Cedar
Street Tacoma, WA
98409-5714
(253) 472-8094 or 1-800-999-8168

APPROVED



Linda Nguyen, WFC CEO

Date: 6-29-16

APPROVED BY WDC

Date: N/A Minor Changes Only; WIA to WIOA reference updates

FROM THE MAGAZINE

America Works

A Venture to End Dependency

Sol Stern, Jan Rosenberg

In February 1993, the *New York Times* carried a front-page story recounting the many frustrations suffered by a middle-aged woman trying to get off the welfare rolls and back into the labor market. The article appeared just two weeks after the inauguration of a new president who had pledged to “end the welfare system as we know it” by requiring stringent back-to-work programs for able-bodied recipients. But what really raised eyebrows was that the “welfare client” profiled in the article was actually Barbara Sabol, commissioner of the city’s Human Resources Administration (HRA).

The normally press-shy Sabol gave the *Times* an exclusive account of how she had posed as a poor person and applied for welfare in order to learn how her agency treats its clients—not very well, she discovered. She described long waits in filthy, cockroach-infested offices. She said she had been “depersonalized” by the system, and was particularly critical of caseworkers in the city’s BEGIN (Begin Employment Gain Independence Now) program, which was created to get recipients into the labor market. They seemed indifferent to her expressed desire to move from an unsatisfying mandatory work assignment with the city to a full-time job. “I mean, nobody saw my spark,” Sabol said. She concluded that HRA should become more focused on helping welfare clients search for jobs as soon as they enter the system.

Did Sabol’s experiment signal the beginning of a serious, long-overdue effort to apply David Osborne’s concept of “entrepreneurial government”—making government social services more accountable and competitive—to the huge HRA bureaucracy? It appears not. Sabol has once again become largely “unavailable” to the press. From all

indications, not much has been done to improve HRA's dismal record of helping welfare recipients break the cycle of dependency.

Indeed, a recent study by the Public Policy Institute concluded that the percentage of New York State's welfare recipients (of whom HRA's clients are the overwhelming majority) who move into paying jobs has actually dropped over the past several years. This happened despite new federal mandates imposed by the 1988 Family Support Act, which aimed to get welfare clients back to work. "Most states leapt at the opportunity" to put the Family Support Act's requirements into effect, wrote the legislation's principal author, Senator Daniel Patrick Moynihan, in the report's introduction. "Not New York." The study faulted New York's "questionable decision to emphasize schooling to the exclusion of job experience."

In New York City, it was none other than Barbara Sabol who shifted the BEGIN program's emphasis away from securing immediate employment for welfare recipients. Instead, clients assigned to BEGIN are allowed to choose among various training and education options. "In some ultimate sense HRA still believes in the employment goal," says Lawrence Mead, a welfare researcher at New York University. "But so much priority is now given to reducing 'barriers' around recipients that few face any real pressure to go to work. BEGIN is inducting 2,500 new clients a month, but so many drop out and so few look for jobs that no impact on the caseload is discernible. HRA simply has not confronted the ethos of entitlement that surrounds welfare in New York."

Road to Success

Yet even in New York City, there are model programs that successfully match long-term welfare clients with private-sector jobs. During her underground stint as a welfare client, Sabol might have asked her caseworker to refer her to a privately owned employment service called America Works. Or she might have called the company herself, as some welfare recipients do. Had she made that connection, Sabol's "spark" would certainly have been noticed. In fact, it is likely that she would have been quickly placed in an entry-level clerical job in a publishing firm, law office, or insurance company.

For the past five years, America Works has placed thousands of welfare clients, with an average of between five and six years on the rolls, in private-sector jobs with an average starting salary of \$15,000 plus benefits. Employers have been overwhelmingly

satisfied; America Works has a long list of companies that keep coming back, asking for more referrals from the welfare rolls. America Works has staked its survival as a profitable business on the proposition that welfare clients, properly motivated and helped with a limited amount of technical assistance, can be successful at getting and holding jobs.

Consider the case of 35-year-old Lenore Green. Other than two short-term jobs, she had been on public assistance all her adult life. Like Sabol, Green had a disappointing experience with HRA's BEGIN program. "They basically give you the yellow pages and tell you to start calling to find a job," she says. "They also do something they call 'networking,' where someone comes in and says that some company is hiring. And they tell you to read the *New York Times*. Well, I was doing that anyway."

When Green heard about America Works, she asked her caseworker to refer her to the firm, even though its offices are in lower Manhattan and she lives in the Bronx. When she made the trip, she found a businesslike facility, in contrast with the grim welfare offices she was used to visiting. A polite receptionist directed clients and visitors to the business lab, the pre-employment classroom, a small meeting room, and staff offices. America Works was humming with activity, and no one was waiting in line.

Green signed up, and after a week of pre-employment screening and "job readiness" training, she landed a two-week data-entry job. Immediately thereafter, she was sent on two interviews, each of which led to a job offer. She currently works in the claims department of the Amalgamated Life Insurance Company.

America Works functions as a kind of "old girls' network." (Most of its clients are women.) Staff members build relationships with employers and provide the connections to the job market that women on welfare usually lack. "After screening to make sure there's a fit with what the employer is looking for, they go out and represent you to the employer," Green says. "They help you get that interview."

America Works makes its money by contracting with state welfare agencies to place clients in jobs. The contract is performance-based: the company is paid (about \$4,000 per client in Connecticut and \$5,300 in New York) only after the client has completed a four-month probationary period with an employer. The state comes out ahead as well. For its fee of \$5,300, America Works estimates that it saves taxpayers \$22,000 a year, the cost of keeping a mother and two children on the welfare rolls in New York.

America Works is the brainchild of a husband-and-wife team, Peter Cove and Lee Bowes. Cove is a community activist, a veteran of the 1960s War on Poverty and various non-profit employment training projects; Bowes is a sociologist. They launched America Works in the mid-1980s with \$1 million in start-up capital and the belief, based on their own experiences in the job-training field, that the primary obstacles preventing welfare clients from finding and retaining jobs are a lack of connections and gaps in interpersonal skills. Extended education and training programs are unnecessary, time-consuming diversions, Cove and Bowes argue. Further, they contend, clients with shaky self-confidence are best served by an early success in getting a job, not by long periods of preparation.

America Works' week-long training sessions are narrowly focused on the skills needed to land an entry-level job. A counselor works with clients on such basics as maintaining a businesslike personal appearance, speaking properly, preparing a resume, showing up on time, and arranging child care. Attendance is strictly enforced: if a client is late to class, even by five minutes, she is dropped from the program, though she may enroll again at a later date. After completing the class, clients spend half their day in the company's business lab, working on typing, word processing, and other office skills while they wait for job interviews. During the remainder of their day, they can seek employment on their own.

Paula Phillips, an energetic former schoolteacher who leads the training sessions, stresses that clients' success depends on their own motivation and effort. "How many of you were referred by BEGIN?" she asks a larger-than-average class of 46 crowded into the classroom one spring morning. Eight or nine women raise their hands. "Did they say that America Works will definitely find you a job?" Only a couple say yes, but she uses the occasion to nail home her point: "There are no guarantees.... If you want something to happen, you've got to make it happen." "But," she continues, "if we don't find people a job, we can't stay in business. We want to find jobs for as many people as possible."

The company's entrepreneurial ethos is catching. We spoke with numerous women and men in America Works classes who defied the stereotypes of long-term welfare clients steeped in a permanent culture of dependency. After waiting several months to be admitted to the program, they understood that they had to compete for jobs, were

working very hard at improving their skills in the business lab, and were confident that they would succeed.

Employers are impressed with the workers' enthusiasm. "Their candidates really want to work," says the personnel director of a catalog company who, since 1989, has relied exclusively on America Works for filling entry-level positions. "They have people who have been out of work and so they're willing to stay with a job for quite some time," says the manager of a law office. "They're willing to stay longer than other people who haven't been on public assistance. We're willing to take a chance on them; we get a dedicated and loyal employee. It's a win-win situation."

During the four-month probationary period, the employer pays an agreed-upon wage to America Works, which pays the employee minimum wage. (Employees' welfare grants are gradually reduced during their transition to permanent work.) The trial period allows the employer to evaluate the new employee's work habits and adaptability to the company culture. At the same time, America Works offers the employee services to ease the transition from dependency to the job market. America Works job counselors visit the worker on the job every week and meet with the employee's supervisor every other week to "troubleshoot." If there are problems with punctuality or attendance, or if the client needs help with child care or housing, the counselor will intervene. "Most problems new employees have show up quickly, in the first few months on the job. That's why the 'reps' are so useful," says one employer, singling out the baby-sitting problems that trip up even the most eager working mothers.

After the probationary period, the employee is paid a standard wage. The support America Works provides during the transition period is clearly effective; an estimated 85 to 90 percent of its clients are still in their jobs at the end of the first year.

Going Against the Grain

Despite America Works' success, New York's social-service bureaucracy remains indifferent to its promise. The company is under contract with New York State to find jobs for 250 workers a year, but many more welfare clients are trying to get into America Works than it can accommodate under its contract. And the firm does not have a single contract with New York City. Indeed, it has been rejected four consecutive times for welfare-to-work contracts let by city agencies. Critics and city

officials offer several explanations for the city's reluctance to embrace the firm's approach.

One charge is that America Works "creams," selecting the most job-ready clients, who would land jobs on their own anyway. A New York State welfare official disagrees. "That may have been true early on, when they were getting their clients from newspaper ads, but now more than half of their clients come after failing to find jobs through HRA's programs." And, indeed, why would people who could find work on their own sit through a week of job-readiness classes and then spend four months working at minimum wage? It seems more likely that America Works is successful with those public assistance recipients who are willing to work but lack the interpersonal skills, self-confidence, and connections necessary to find work.

Another concern is cost. Cathy Zall, deputy commissioner of HRA, argues that America Works is much more expensive than other welfare-to-work programs and that the \$22,000 savings trumpeted by the company is exaggerated, because it assumes that none of the people placed in jobs by America Works would have found work on their own. Computing the exact savings from various welfare reform programs is complicated, but the Public Policy Institute report notes that America Works' placement fee "compares favorably with the \$8,259 per placement cost of the JOBS program," a federal initiative offering education and placement services.

Our interviews with welfare officials and independent analysts suggest that much of the criticism of America Works is driven by an underlying suspicion of a for-profit company operating on the belief that welfare clients can and should compete in the market economy. This approach directly challenges the institutional biases of much of the nonprofit world and the government bureaucracy.

Some officials concede that such a bias exists. "It's very difficult for us in the social work professions to accept individuals who make a profit," says Audrey Rowe, Connecticut's commissioner of income maintenance, who became a champion of America Works after evaluating its performance under a state contract. "It's difficult to work through staff biases."

Michael Dowling, New York State's commissioner of social services, adds that while America Works has done "exceptional work," the state has come in for "criticism from

the traditional employment and training agencies, from the nonprofit sector. They wanted to know why we were contracting with a for-profit agency."

Compounding the problem is the bureaucratic procedure by which contract proposals are judged, a process that elevates form over substance. In the competition for a recent welfare-to-work contract with the city's Department of Employment (which America Works lost), the final decision was made largely on the basis of the written "statement of purpose" in the contract proposal. The organization's success rate in actually placing and keeping recipients in jobs was a secondary consideration. In a proposal for another Department of Employment contract, America Works earned just one-quarter of the possible points for "demonstrated effectiveness." How, we asked our guide through the bureaucracy, could a company that was placing so many people in good, private-sector jobs be judged as lacking "demonstrated effectiveness"? The answer: "They just didn't write a very good proposal."

America Works recently found itself a new champion, Manhattan Borough President Ruth Messinger. Having seen the company's good work for herself, Messinger tried to cut through the bureaucratic thicket by intervening directly with First Deputy Mayor Norman Steisel. Her letter to Steisel recommended that the city take a second look at how America Works could benefit New York's welfare reform effort.

Steisel's reply was, typically, more bureaucratese. He expressed regret that America Works had lost four straight competitions and explained that there just isn't enough money to fund all the worthy proposals. He encouraged America Works to keep trying. Finally, the deputy mayor assured Messinger that the Department of Employment was "looking forward to receiving additional proposals from America Works in response to future RFP's [requests for proposals]."

Beyond Left and Right

Tomes have been written about the difficulties of getting long-term welfare recipients into the job market. Liberal and conservative critics alike insist on the almost insurmountable odds against ending welfare dependency. Conservatives tend to argue that long-term welfare clients won't work, because they have not developed the values and discipline—the "culture," if you will—that push people into the labor market. Liberals counter by arguing that the jobless poor can't work, pointing to a range of "structural barriers" that prevent minority and unskilled inner-city residents from succeeding in the private job market.

For many conservatives, the solution is something like economic shock therapy-reducing benefits or even taking people off welfare altogether. For their liberal counterparts, welfare reform must await major governmental intervention in the economy to create "decent" jobs.

America Works confounds the shared pessimism of both liberals and conservatives about the possibility of getting welfare recipients into jobs quickly. It points beyond the familiar "won't work" versus "can't work" argument, toward pragmatic, intermediate solutions.

Peter Cove argues that success in welfare reform "must be measured by the obtaining of jobs, retention, and the resultant welfare cost reductions." Government should not pay for classroom programs, he says, but for "the job *acquisition* and *retention* that result.... This will immediately guarantee government getting what it pays for. It will bring in creative entrepreneurs and maintain only the successful ones."

These ideas, very much in keeping with President Clinton's stated goal of making government social services more effective and accountable, are worthy of attention in the coming national welfare reform debate. In New York City, meanwhile, hundreds of welfare recipients on America Works' waiting list deserve better. They too have "sparks" that ought to be recognized.

America shows how to escape the welfare trap

A pioneering US company has lessons for Britain in getting the unemployed off benefit dependency and into work

Daniel Finkelstein



@DANNYTHEFINK

In 1965 Peter Cove found himself rushing round New York trying to get signatures. If the city's new anti-poverty operations board was going to get federal funding, he had to get the paperwork in on time. So there he was, at three in the morning, trying to get the deputy mayor's sign-off before catching the last flight from La Guardia to Washington. He made it just in time. He didn't mind the intensity and chaos. Indeed he thrived on it. He was an idealist who had signed up as a soldier in President Johnson's war on poverty. The urgency, the frenetic atmosphere was, for Cove, part of the point.

The assassination of President Kennedy two years earlier had taught him that complacency was the greatest sin. It wasn't enough for liberals such as him to study the ideals of JFK or Martin Luther King. They had to throw themselves into the fight.

In a compelling new book Cove describes what happened when he did. *Poor No More* is the tale of his adventures in the war on poverty and the unexpected turn that these adventures took. It's a story full of lessons for us in Britain.

An opponent of the war in Vietnam, present at Woodstock, a strong supporter of the civil rights movement, Cove expected the anti-establishment approach to work on welfare too. He saw the poor as victims of the capitalist system and

thought that community organisations which agitated for a better deal should get taxpayers' money to help their clients.

Slowly, he realised that this didn't work. The advocacy organisations drew their power by keeping their members as clients — effectively by keeping them poor. The benefit system was encouraging people to behave in ways that kept them on benefits. They were passing this behaviour on to their children. Billions of dollars were being spent like this with no effect. In the war on poverty, poverty was winning.

But *Poor No More* isn't just the tale of a man losing his youthful idealism. Cove never lost his strong sense of injustice and the need to do something about it. He just changed his mind about what the problem was and how to solve it.

The poor, he sees now, aren't victims. To see them like that is to show them a fatal lack of respect. They are individuals with something

Apparent obstacles to working vanish when a job is on the table

to contribute, not some social science category. To be sure, there are people who need help but the help they need is practical, not to be made ammunition in political campaigns. And the only test of whether the policy is right is whether it works.

Which is how he and his wife, Lee Bowes, came to set up a for-profit company called America Works that would find people jobs. Government agencies would pay them by results out of the money they saved.

It's an inspiring effort, as anyone who has seen their placement operation (as I have) will attest. The

company has found work for over half a million people, many of them people who didn't imagine that they could get jobs: homeless people, those leaving prison, and those who had been on welfare for years.

In his book Cove sets out not just his story but the lessons he has learnt, each of which seem relevant to us as we grapple with similar problems.

First, never assume that a government programme will work just because it seems like a good idea. We pass all sorts of laws without going back to check if they have achieved what they were supposed to achieve.

When the founders began America Works, they assumed that the best way to make people employable was to train them and improve their skills before finding them a job. They soon learnt that this was wrong. So they changed their scheme.

Which leads to the second lesson, which Cove puts like this: "Work is a magic bullet." It turns out that what makes people employable is being employed. America Works provides its clients with a very short course on very basic things: turning up on time, being reliable, relating to colleagues, the importance of carrying out simple instructions — in other words, the responsibilities of any job. And then it finds them work, and work does the rest.

The company has discovered that apparently insuperable obstacles to working — the need to find childcare for instance — are often miraculously solved when a job is actually on the table. Antisocial behaviours that were exhibited by one client group claiming sickness benefit — rocking back and forward or wearing silly hats — were vastly reduced by being socialised in the workplace. And work helped to



For-profit companies can do better than the state at finding people jobs

dispel the depression that often stopped people looking for work in the first place.

America Works discovered all this not just because it was intellectually curious, although it was. It discovered it because it had to. It's a relatively small company, an entrepreneurial firm, and it is paid by results. It only gets paid a full fee if it finds clients work and they hold down the jobs. So it has to look for new ideas and make sure they are effective.

It has developed an approach in which it tops up the wages and agrees to bear the legal obligations of clients in the first weeks of a new job, so that they have time to prove their worth to the businesses they are placed with.

Payment by results is perhaps the

most important of all the lessons in Cove's book. You get what you pay for. If you pay providers according to the size of the problems they have, you get more problems. If you pay them according to the number of problems they solve, you get more solutions.

We began adopting some of this in the UK with the Work Programme, allowing contractors to find answers to joblessness and paying them if they succeeded. At first, the results were disappointing. But just as you would expect, things quickly improved as companies absorbed early lessons. Before long we were getting better results than the traditional state programmes — and for less money.

In 2011, the first year, only 8 per cent of those referred to the programme were being found work and keeping it a year after referral. By the fourth year the proportion was almost 20 per cent and rising fast because, unlike America Works, the programmes were on a national level so the numbers were quite large. The Work Programme saw more than 700,000 people into jobs.

Unfortunately, just as we began to see it succeed, the government concluded that the job market was strong enough and, two years ago, wound up the programme.

Peter Cove's stimulating book shows what a shame it would be if, with it, we turn our back on the entire approach.

daniel.finkelstein@thetimes.co.uk

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