

# Pierce County Workforce Partnership Agreement and Memorandum of Understanding

*Duration of Agreement: July 2024 to June 2027*

## Introduction and Purpose

The Pierce County Workforce Partnership, consisting of the Pierce County Workforce Development Board (WDB), Chief Local Elected Officials (CLEOs), one comprehensive site (WorkSource Pierce One-Stop Center), one affiliate site Joint Base Lewis McChord), 20 connection sites (WorkSource-Pierce County Library System), Goodwill of the Olympics and Rainier Region and Specialty site located at South Hill Mall a network of community partners, is committed to providing effective, accessible, and high-quality workforce development services in Pierce County. As the economy shifts and the needs of the workforce remain dynamic, it is critical that these system partners are aligned and integrated to ensure ease of access and a human-centered approach to designing services for individuals and employers. The programs and partners that constitute the region's workforce system have an opportunity to create and expand meaningful partnerships with business, labor, government, education, and nonprofits to improve service delivery and continue building an infrastructure that bridges the gap between jobseekers, workers, and employers. We recognize that our traditional practice of operating in silos creates unintended barriers, duplication of efforts, gaps in opportunities, and an overall ecosystem that can be difficult to navigate. This agreement promotes the ongoing expansion of community partnerships in support of the region's economic prosperity while meeting requirements for system partners to provide highly integrated and effective services in the region.

There are two components to this agreement. The first is a Workforce Partnership Agreement that describes how all those who wish to partner for regional workforce development offerings (hereinafter "the partners") will interact to create opportunities for job seekers and employers in the region. The partners invite all interested in supporting the mission, vision, and goals of the Workforce Partnership to join in this effort. Agencies may sign on to the Partnership Agreement at any time as deemed appropriate by existing partners without requiring all partners to re-sign the document. The second component to this agreement is a federally required Memorandum of Understanding (MOU), which is a subset of the agreement and describes how the partners associated with the federally required American Job Center (WorkSource Pierce System) will provide services and share resources and how job seekers and business customers are to be served and referred among WorkSource Pierce MOU partners. The MOU includes the WorkSource Pierce budget and the required Infrastructure Sharing Agreement (IFA) that shows how the cost of operating the WorkSource Pierce One-Stop will be shared by the required partners. All signatories to this document are Workforce Partners and agree to support SECTION ONE of this agreement. SECTION TWO and the attachments thereof only apply to those who sign onto the MOU and IFA who are a part of the WorkSource Pierce System.

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## SECTION ONE: Vision, Mission, and Partners

The workforce development system is equity-centered and community-focused, providing comprehensive solutions based on the individual circumstances of each job seeker, worker, and employer. The system highlights building strong customer relationships and meaningful engagements rather than focusing on transactions. By emphasizing meaningful connections, we recognize the value

of long-term partnerships, trust, and integrity. The overall experience and success of community members and employers is our highest priority. Pierce County Workforce Partners are working together towards a vision of equitable systems, economic prosperity, and self-sufficiency for all community members in Pierce County. We are working towards building a robust workforce pipeline into high-demand, good jobs across industries. We do not believe that human-centered and business-centered design are mutually exclusive, and we envision a workforce system that simultaneously meets businesses with the talent they need and supports individuals to thrive in self-sufficiency.

The Pierce County Workforce Partnership seeks to establish a system that stands in stark contrast to the traditional transaction-based models, whereby each agency operates its own business and job seeker services functions, and participants move from place to place seeking services. Instead, the goal is to create integrated locations, streamlined referrals, and a unified structure and process of proactive, transparent, and effective job seeker and business services orchestrated by a seamless collaboration of talent development and support agencies. Community members and employers should not have to bounce from agency to agency, telling their stories repeatedly before receiving the support they need. It is incumbent on the organizations in this partnership to remove the barriers to accessing workforce services that are created when we function in silos.

Our vision and goal at the Pierce County Workforce Partnership is to establish a cohesive and efficient system that seamlessly connects job seekers, businesses, and support agencies. Following the key components of this integrated approach:

1. **Integrated Location(s):** Rather than navigating through multiple agencies, individuals and employers can access services from specifically designated/certified locations: WorkSource One-Stop Center - which serve as the hub where workforce-related career, employment and training services are available on-site, providing a unified point of entry, and system staff are available to assist. WorkSource Affiliate sites - where most career, employment and training services are available on-site and others are available electronically.
2. **Streamlined Referrals:** By collaborating closely, agencies can refer clients to the right services more efficiently. Job seekers won't have to repeat their stories at each agency; instead, they receive targeted support based on their needs.
3. **Unified Structure and Process:** Standardized processes and shared resources ensure consistency across agencies. This streamlines administrative tasks, making it easier for everyone involved.
4. **Proactive Services:** The system aims to be proactive, anticipating needs and reaching out to job seekers and businesses. Whether it's training, job matching, or support during transitions, services are readily available.
5. **Transparency:** Clear communication and transparency are essential. Stakeholders, system staff, job seekers and employers should understand the available services, eligibility criteria, and outcomes.
6. **Effective Collaboration:** Talent development and partners working together seamlessly. Breaking down silo and fostering teamwork enhance the overall impact on the community, customers, and their families.

The Pierce County Workforce Partnership acknowledges the role workforce development systems have played in perpetuating the inequities that exist in the labor force. The partnership commits to dismantling the racism, sexism, ableism, and additional bias embedded in our systems by centering the

lived experiences, desires, and needs of communities of color, individuals with disabilities, those impacted by poverty, veterans, and all others who have faced systemic barriers to employment and business ownership.

The mission of this partnership is to provide access to, align, and enhance delivery of workforce development services for job seekers, workers, and employers. We are better when we do this together.

## Priority Goals

The priority goals of the Pierce County Workforce Partnership are:

- **Goal #1:** Strengthen use and effectiveness of the Pierce County Common Referral System (CRS).
- **Goal #2:** Strengthen alignment across partner organizations in the workforce system to reduce barriers and increase access for job seekers and businesses.
- **Goal #3:** Prioritizing shared training, human-centered design, equity, and collaboration is essential for creating a unified Workforce culture and partnerships that truly serves its people and fosters trust. It understands that support is not a one-size-fits-all solution, and the journey toward self-sufficiency varies for everyone. There are many different results and achievements that contribute to these objectives. Every partner involved in this agreement plays a crucial role in collaborating with individuals and employers to achieve success. To reach these goals, the Workforce Partnership commits to a set of System Integrators and Workforce Services (described below), recognizing that we have greater potential for impact working together than we do alone.

## System Integrators

The partners in this agreement are building on the foundations established in the original Pierce County MOU established in 2017. In that MOU, seven “System Integrators” were established to outline the priorities the partnership would focus on to increase access to services and streamline efforts. The updated system integrators outlined below were generated through a series of partnership meetings. They represent the areas of focus that all agencies included herein agree are critical to meeting the mission and goals of the partnership over the next three years. The partners recognize that systems change does not happen overnight and that there is a need for renewed and continued focus on shifting key policies and practices to increase accessibility. The Pierce County Workforce Partnership commits to working together towards continuous improvement in the following System Integrators to the extent feasible:

1. **Common Referral System:** The Pierce County Workforce Partnership shares a strong commitment to getting individuals and employers to the agency or program where they will be best served. During the first iteration of this partnership, a common referral system was piloted with the aim of establishing a streamlined, electronic means of making referrals across agencies and limiting the amount of duplicative information that individuals are required to share each time they are referred. The Workforce Partnership is committed to strengthening that system over the next three years, removing barriers to access to include additional agencies in the user pool and building robust assurances to create “closed loop” mechanisms that ensure referrals receive immediate follow-up and that the referring agency is made aware that follow-up occurred. The common referral system is not simply an electronic mechanism for referral but is also a network of agencies and programs committed to better understanding the work each partner does so that meaningful referrals can be made through whatever means necessary.

2. **Common Data Collection Systems:** Where appropriate and possible, the Workforce Partnership commits to prioritizing shared data collection strategies to assess the impact of services across partners, increase the value and quality of services, and reduce barriers to participation for community members. For WorkSource Pierce Partners, this includes a shared customer satisfaction data collection and analysis system.
3. **Cross-Agency Professional Learning:** The Workforce Partnership commits to jointly identify common priorities and competencies for investment in cross-agency training to ensure community members and employers are met with a continuously improving, high standard of service across the partnership. This includes the following priorities identified by partners: Anti-Racism and Equity, Integrated Service Delivery, Human-Centered Design, Trauma-Informed Practices, and additional priorities as they arise.
4. **“No Wrong Door”/Streamlined Entry System for Employers:** The Workforce Partnership will continue streamlining points of entry for employers to reduce fatigue and confusion for businesses engaging across the system. This commitment will involve balancing the vision for a “single point of contact” workforce system for employers while recognizing the value of relationships with employers that have been established by programs across the partnership. This is a commitment to continuous improvement to ensure businesses experience “no wrong door” to engaging with workforce partners and ongoing efforts to streamline where information can be found and how to connect.
5. **Shared Knowledge of Network and System:** The Workforce Partnership recognizes a need for a greater collective understanding of the services provided across partners and the nuances those entail. Strengthening this shared knowledge reduces duplication, bridges gaps in services, and ensures community members and employers have their needs fully met. Strategies may include: a developed workforce ecosystem “map,” visual, or hub where information is interactive, shared, and kept up to date; investment in capacity for community-facing system navigation support; process mapping and subsequently reducing barriers to entry for community members and employers; additional strategies as identified by the Partnership.
6. **Human-Centered Design:** Our approach is to keep our customers, their needs, input, and local office(s) adjusting quickly and efficiently. This includes but is not limited to enhancing the customer experience by way of customer satisfaction participation. This approach recognizes that everything is a part of a complex system with interconnected parts, encourages small interventions, and seeks to uncover the root problems by empathizing with customers and gaining insight into how to seek solutions that fit their needs.
7. **Anti-Racism, and Equity in Services:** The Workforce Partnership shares an unwavering commitment to examining and transforming policies and practices at program, agency, and system levels to design with, not just for, communities facing systemic barriers to employment. We will train ourselves and our teams to understand the implicit bias embedded in our thinking and our systems and work to eliminate that bias at every turn. We will ask individuals what they need before assuming we know best, and we will trust their lived experience and knowledge regarding what they need. We will reduce unnecessary barriers to entry wherever possible, such as cumbersome enrollment processes, paperwork requirements, and intrusive, stigmatizing screening methods. Most importantly, we will view community members through an asset-based lens, understanding and making sure they understand the strengths they bring to the community and any potential work opportunity they may seek.

## Referrals

The Pierce County Workforce Partnership recognizes the importance of seamless referral processes to ensure community members get to the best fitting services with few to no barriers. The partners are committed to referral processes that accomplish warm handoffs between agencies and are designed to be customer-focused and efficient. Each Party commits to these referral processes when applicable and resources are available. The primary principle of the common referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. Referrals will be made in one of three ways: 1) whenever possible, through the common referral system adopted by the partnership, 2) via cross-training, where staff have been sufficiently trained on the services of some or all partners that they can make an appropriate referral to another program on-site, or 3) by quick connection via email, phone, or video conferencing to help a job seeker access services not available at the same site location. To ensure the partnership continues to strengthen referrals across the network, all partners commit to, whenever feasible:

- Familiarize themselves with the basic eligibility and participation requirements, as well as available services and benefits offered, for each of the Partners' programs represented in the Pierce County Workforce Partnership
- Develop materials summarizing their program requirements and making them available for Partners and customers
- Develop and utilize common intake, eligibility determination, assessment, and registration forms wherever possible
- Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under partner programs
- Regularly evaluate ways to improve referral processes
- Commit to robust and ongoing communication required for an effective referral process
- Commit to actively follow up on the results of referrals and assuring that Partner resources are being leveraged at an optimal level

## Workforce Partnership Services

Partners engaged in this network provide one or more of the robust set of services described below.

BUSINESS SERVICES		
Serve as a single point of contact for businesses, responding to all requests in a timely manner	Provide information and services related to Unemployment Insurance taxes and claims	Assist with disability and communication accommodations, including job coaches
Conduct outreach regarding Local workforce system's services and products	Conduct on-site Rapid Response activities regarding closures and downsizings	Develop On-the-Job Training contracts, incumbent worker contracts, or pay-for-performance contract strategies
Provide access to labor market information, assist with the interpretation of labor market information	Provide customized recruitment and job applicant screening, assessment, and referral services	Provide employer and industry - driven Occupational Skills Training through Individual Training Accounts with eligible training providers
Coordinate with employers to develop and implement layoff aversion strategies	Conduct job fairs, consult on human resources issues, use of one-stop center facilities for recruiting and interviewing job applicants	Develop customized training opportunities to meet specific employer and/or industry needs
Post job vacancies in the state labor exchange system and take and fill job orders	Provide information regarding disability awareness issues	Provide incumbent worker upgrade training through various modalities
Provide information regarding workforce development initiatives and programs	Provide information regarding assistive technology and communication accommodations	Develop, convene, or implement industry or sector partnerships

JOB SEEKER SERVICES		
Basic Career Services	Individualized Career Services	Training
Outreach, intake and orientation to the information, services, programs, tools, and resources available through the Local workforce system	Comprehensive and specialized assessments of skills levels and service needs	Occupational skills training through Individual Training Accounts (ITAs)
Initial assessments of skill levels (including literacy, numeracy, English language proficiency, and educational levels) aptitudes, abilities (including skill gaps), self-reflection (including social/emotional skills), and supportive service needs	Development of an individual employability development plan to identify employment goals, achievement objectives, and appropriate combination of services for the customer to achieve the employment goals	Adult education and literacy activities, including English language acquisition (ELA), provided in combination with training services
Job search and placement assistance	Referral to training services	On-the-Job Training (OJT)
Access to employment opportunities and labor market information, including non-traditional employment opportunities.	Group counseling	Incumbent Worker Training
Performance information and program cost information on eligible providers of training, education, and workforce services	Literacy activities related to work readiness	Programs that combine workplace training with related instruction which may include cooperative education

Information on performance of the local workforce system that is accessible	Individual counseling and career planning	Training operated by private sector
Information on the availability of supportive services and referral to such, as appropriate	Case management for customers seeking training services; individual job search, referral, and placement assistance	Skill upgrading and retraining
Information and meaningful assistance on Unemployment Insurance claim filing	Work experience, transitional jobs, registered apprenticeships, and internships	Entrepreneurial training
Determination of potential eligibility for workforce Partner services, programs, and referral(s), referrals to and coordination of activities with other programs and services	Workforce preparation services (e.g., development of learning skills, punctuality, interviewing skills, personal maintenance, literacy skills, financial literacy skills, etc.) to prepare individuals for employment or training	Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training
Information and assistance in applying for financial aid for training and education programs not provided under WIOA	Short-term pre-employment/vocational services	Other training services as determined by the workforce partner's governing rules
Information relating to the availability of supportive services or assistance provided through funds available in the local area	Follow-up services	
<p><b>Basic and individualized services</b> – WIOA Basic career and Individualized services cross lines on a frequent basis. The more regular, sustained, and intensive the service to an individual job seeker, the more likely the service falls into the category of Individualized Career Services. Basic and Individualized Career Services under WIOA are not differentiated by which staff provide these services. WIOA Title I and/or WIOA Title III funded staff may provide both/either Basic and/or Individualized Career Services. Reference: <i>per WorkSource Operations manual for (ISD) in Washington 4-2017</i></p>		

### YOUTH SERVICES

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

## Partners, Services and Locations

Program & Organization	Service(s)				Location(s)			
	Basic Career Services	Individualized Career Services	Business Services	Other	WorkSource One-Stop	Affiliate Site(s)	Connection Site(s)	Other
<b>System Oversight &amp; Coordination</b>								
WorkForce Central			X	X	X			X
One-Stop Operator				X	X			
<b>Required WorkSource Partners: Core Partners</b>								
WIOA Title I Adult, EcSA Federal, QUEST NWDG, Dislocated Worker-Career TEAM	X	X			X			
WIOA Title I Youth- Palmer Scholars, Career Team,	X	X			X			X
WIOA Title II Adult and Family Literacy Act								
Clover Park Technical College	X	X			X			X
Pierce College	X	X			X			X
Tacoma Community College	X	X			X			X
Bates Technical College	X	X			X			X
Tacoma Community House	X	X						X
WIOA Title III Wagner-Peyser: ESD	X	X	X		X			
WIOA Title IV Rehabilitation Act: DVR	X	X			X			X
WIOA Title IV Rehabilitation Act: DSB	X	X						X
<b>All Other Required WorkSource Partners</b>								
Title V SCSEP –Goodwill	X	X				X		X
VETS: ESD	X	X	X		X			
Trade Adjustment Act: ESD	X	X	X		X			
Unemployment Insurance and RESEA: ESD	X	X			X			
TANF (WorkFirst: ESD filling role)	X	X			X			
Carl Perkins Post-Secondary Education: Community Colleges of Pierce County	X	X			X			X
HUD Employment and Training Programs: Tacoma Housing Authority	X	X						X
<b>Additional WorkSource System Partners</b>								
Goodwill of the Olympics Rainier (Connection Site)	X	X				X		X
Department of Labor & Industries	X	X						
Pierce County Library System (Connection Sites)	X						X	

Community Reinvestment-Career Team	x	x	x	x
Economic Security for all State-Career Team	x	x	x	x
Tacoma Rescue Mission	x	x		x
Required Partners not Available or Participating in Region				
Job Corps, WIOA Native American Program, Youth Build				
Additional Pierce County Workforce Partners (Non-MOU-IFA)				
United Way of Pierce County				
Operation Military Family-Veteran Services				
Nine9Line – Veteran Services				

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## SECTION TWO: WorkSource Pierce Memorandum of Understanding

This Memorandum of Understanding (MOU) is executed between the Pierce County Workforce Development Board (WDB), the Pierce County WorkSource Pierce System Partners, and Chief Local Elected Officials (CLEOs). They are collectively referred to as the “Parties” to this MOU. This MOU is developed to confirm the understanding of the Parties regarding the operation and management of the WorkSource Pierce System. The One-Stop Operating Budget and Infrastructure Funding Agreement (IFA) establishes a financial plan, including terms and conditions, to fund the services and operating costs of the WorkSource Pierce Career One-Stop Center. The Parties to this MOU agree that joint funding is an essential foundation for an integrated service delivery system and necessary to maintain the Pierce County Workforce Development Area’s high-standard WorkSource Pierce One-Stop Center.

### Frequency of Presence at Sites

The COVID-19 pandemic, coupled with the wave of heightened awareness of the need to engage communities through an anti-racist and equitable lens, taught us that we can’t simply sit in one building and wait for the community to come to us. Our expectations and definition of what service is, where it happens, and how we reach and design with those facing barriers to employment every day. For these reasons, this partnership has grown in our commitment to meet people where they are, in the communities they live in, and in spaces that are comfortable, accessible, and welcoming. While we will continue to invest in and use the One-Stop Center, Affiliate, and Connection sites as hubs for community members to access an array of supports, we will also make greater use of and invest in all partner locations where connection is most feasible and will continue to grow our presence in neighborhoods and community spaces less intended for service and more so for connection designed for and by the people who live there. We will also continue to use virtual connection as a means to further reduce geographic barriers. Our frequency of presence at any given site will be responsive to the needs of the community and is not pre-calculable.

### WorkSource Pierce MOU Partner Roles

The parties to this agreement will work closely to ensure the WorkSource Pierce One-Stop Center, Affiliate, and Connection sites have aligned, equitable, quality, and accessible services.

### Chief Local Elected Officials

The Chief Local Elected Officials for the Pierce County Workforce Development Area are Victoria Woodards, Tacoma Mayor, and Bruce Dammeier, Pierce County Executive. In Partnership with the Pierce County Workforce Development Board (WDB) and other applicable Partners within the planning region, the Chief Local Elected Officials will, at a minimum:

1. Develop and submit a single regional plan that includes a description of the activities that shall be undertaken by the Pierce County WDB and their Partners.
2. Approve the Pierce County WDB budget and workforce center cost allocation plan,
3. Coordinate with the Pierce County WDB to oversee the operations of the Pierce County WorkSource Network.

## Pierce County Workforce Development Board (WDB)

The Pierce County WDB holds the ultimate accountability and responsibility for the organization and oversight of the Pierce County WorkSource System, pursuant to WIOA Section 107(d)(7)(A)(i). In collaboration and Partnership with the CLEO and other applicable Partners within the planning region, the Pierce County WDB will work to fulfill the requirements of the Workforce Innovation and Opportunity Act of 2014 (PL 113-128) including:

1. Develop, submit, and oversee the Local WDA four-year strategic plan that includes a description of the activities that shall be undertaken by the Pierce County WDB and its Partners, and that aligns its strategic vision, goals, objectives, and workforce-related policies to the regional plan and economy.
2. Develop the strategic regional vision, goals, objectives, and workforce-related policies.
3. Design and approve the WorkSource Pierce network structure, including adequate, sufficient, and accessible one-stop center locations and facilities, sufficient numbers and types of providers of career and training services, and a holistic system of providing services, including the promotion of quality customer service throughout the WorkSource Pierce Network.
4. Designate through a competitive process, oversee, monitor one or more competitively procured one-stop operators.
5. Certify WorkSource Pierce comprehensive center, affiliate, and connection sites.
6. Approve annual budget allocations for operation of the Pierce County WorkSource System.
7. In collaboration with economic development efforts, establish relationships and networks with large and small employers and their intermediaries to develop, convene, or implement industry or sector partnerships.
8. Educate the community about critical workforce issues and the resources of the WorkSource system and implement the area's Local Integrated Workforce Plan with input from the WorkSource Partners and community stakeholders.
9. Oversee negotiation of MOUs, including the IFA
10. Leverage additional funding for the Pierce County WorkSource System to operate and expand one-stop customer activities and resources.
11. Negotiate performance measures, strategic planning, budgets, and one-stop operator oversight

## WorkSource Pierce System MOU Partners

The WorkSource Pierce System MOU Partners will strategically work to support workforce development system integration and maximize connections among job seekers, workers, businesses, and employers. Each Party will actively support and commit to the following:

- Ensure continuous accountability and evaluation of the WorkSource Pierce System
- Promote the further integration of programs through joint planning
- 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.
- Coordinate resources and programs and to promote a more streamlined and efficient workforce development system
- Promote information sharing and the coordination of activities to improve customer service, improve local partners' performance and return on investment.
- Identify and address barriers to coordination.

- Promote and support the development and implementation of a more unified system of measuring performance and accountability that meets agency requirements.
- Promote and support the development of common data systems to track progress and measure performance.

### **WorkForce Central staff and fiscal agent to Pierce County WDB**

Specific responsibilities include, at a minimum:

- Fiscal agent for the Pierce County WDB.
- Assist the Chief Local Elected Officials and the Piece County WDB with the development and submission of a single regional plan.
- Support the Piece County WDB with the implementation and execution of the regional vision, goals, objectives, and workforce-related policies, including all duties outlined above.
- Provide operational and grant-specific guidance to the One-Stop Operator.
- Investigate and resolve elevated customer complaints and grievance issues.
- Prepare regular reports and recommendations to the Piece County WDB.
- Oversee negotiations and maintenance of MOUs with One-Stop Partners.

### **WorkSource Pierce One-Stop Operator**

One-Stop Operator is responsible for the following activities:

- Management of WorkSource Pierce One-Stop, including hours of operations, site operations, space configuration, space usage, customer flow, and integration.
- Determining the number of staff and cubicles at WorkSource Pierce.
- In partnership with WorkForce Central, coordinating communication and partnerships across the One-Stop partners.
- Encouraging partner collaboration within WorkSource Pierce, including continuously striving to achieve shared ownership for success of the customer and the system; and contributing to collective accountability that recognizes system outcomes.
- Operationalizing the vision of the One-Stop for WorkSource Pierce, including high-quality customer service, streamlined service delivery, and a professional environment with up-to-date technology.
- Assuring that appropriate referrals are made among the WorkSource system partners.
- Promoting the services available at the One-Stop Center, including development of marketing and outreach materials, with support from WorkForce Central.
- Being knowledgeable of the mission and performance standards of all partners at the WorkSource One-Stop Center and facilitating cross-training among all staff on site.
- Evaluating customer needs and satisfaction data to continually refine and improve service strategies.
- Ensuring that the WDB's non-program-related policies and procedures are effectively communicated and carried out at the WorkSource One-Stop Center.
- Ensuring non-program EEO requirements are met, including coordinating staff training, and assuring EEO posters and processes are in place at the WorkSource One-Stop Center.

## Data Sharing and Confidentiality

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

- Customer PII will be properly secured in accordance with the Pierce County WDB policies and procedures regarding the safeguarding of PII. Link to the WFC Policy Library <https://workforce-central.org/about/policies/>
- The collection, use, and disclosure of customer education records and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
- All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
- All personal information contained in records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
- Customer data may be shared with other programs, for those programs' purposes, within the WorkSource Pierce System only after the informed written consent of the individual has been obtained, where required.
- Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.

The partners will work together, based on customer informed consent, to continually find ways to improve the collection and sharing of data within requirements to maintain confidentiality. All One-Stop Center and partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA protected education records, confidential information in UI records, and personal information in vocational rehabilitation records. No party shall disclose any private or confidential information under this agreement unless authorized by law, and no language in this agreement supersedes existing data sharing agreements and the requirements thereof.

Each Party will ensure that the collection and use of any information, systems, or records that contain PII and other personal or confidential information will be limited to purposes that support the programs and activities described in this MOU and will comply with applicable law.

Each Party will ensure that access to software systems and files under its control that contain PII or other personal or confidential information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities described herein and will comply with applicable law. Each Party expressly agrees to take measures to ensure that no PII or other personal or confidential information is accessible by unauthorized individuals.

To the extent that confidential, private, or otherwise protected information needs to be shared amongst the Parties for the Parties' performance of their obligations under this MOU, and to the extent that such

sharing is permitted by applicable law, the appropriate data sharing agreements will be created and required confidentiality and ethical certifications will be signed by authorized individuals.

## **Accessibility and Priority of Services**

WorkSource System Partners agree that meeting Workforce Innovation and Opportunity Act (WIOA)'s mandate for increased access to the region's workforce services, particularly for individuals with barriers to employment, must be a priority. This necessarily includes outreach to the following groups of individuals with barriers to employment: Displaced homemakers; Low-income individuals; Native Americans, including Indians, Alaska Natives and Native Hawaiians as those terms are defined in WIOA section 3; Older individuals, age 55 and older; Individuals with disabilities, including youth with disabilities and individuals with vision loss; Returning citizens (ex-offenders); Individuals experiencing homelessness; Youth who are in or have aged out of the foster care system; English language learners, a group that is often referred to as Limited English Proficiency (LEP); Individuals who have low levels of literacy, and individuals facing substantial cultural barriers; Eligible migrant and seasonal farmworkers; Single parents, including single pregnant women; Long-term unemployed individuals; Individuals within two years of exhausting lifetime eligibility under Part A of title IV of the Social Security Act; Any other groups identified by the Governor of Washington State. The partners commit to priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec. 4215 and its implementing regulations and guidance, and WIOA sec. 134(c)(3)(E) and its implementing regulations and guidance.

### **Physical Accessibility**

The WorkSource Pierce One-Stop and its partners will maintain a culture of inclusiveness, and the physical characteristics of the facility, both indoor and outdoor, will meet the latest standards of accessible design. Services will be available in a convenient, high-traffic, and accessible location, taking into account reasonable distance from public transportation and adequate parking (including parking clearly marked for individuals with disabilities). Indoor space will be designed in an "equal and meaningful" manner, providing access for individuals with disabilities. In addition, we will ensure the highest level of safety precautions are in place as they pertain to COVID-19.

### **Virtual Accessibility**

The Pierce County WDB will work with the Washington Training & Education Coordinating Board (WTECB) to ensure that job seekers and businesses have access to the same information online as they do in a physical facility. Information must be clearly marked and compliant with Section 508 of the U.S. Department of Health and Human Services code. Partners will comply with the Plain Writing Act of 2010, the law that requires that federal agencies use "clear Government communication that the public can understand and use," and all information kept virtually will be updated regularly to ensure dissemination of correct information. Partners should either have their own web presence via a website and/or the use of social media or work out a separate agreement with Pierce County WDB to post content through its website.

## **Communication Accessibility**

Communications access, for purposes of this MOU, means that individuals with sensory disabilities can communicate (and be communicated with) on an equal footing with those who do not have such disabilities. All Parties agree that they will provide accommodations for individuals who have communication challenges, including but not limited to individuals who are deaf and hard of hearing, individuals with vision impairments, and individuals with speech-language impairments.

## **Non-Discrimination and Equal Opportunity**

All Parties to this agreement attest that no individual shall be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with, any such program or activity funded in whole or in part by this contract on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or, against any beneficiary of, applicant to, or participant in programs financially assisted under Title I of the Workforce Innovation and Opportunity Act, on the basis of the individual's citizenship status or participation in any WIOA Title I-financially assisted program or activity.

Parties to this Agreement shall comply with the nondiscrimination and equal opportunity laws described in Section 188 of WIOA of 2014, including Title VI of the Civil Rights Act of 1964, as amended; Section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975; Title IX of the Education Amendments of 1972; and the Americans with Disabilities Act of 1990.

## **Indemnification & Hold Harmless**

The parties recognize that the partnership consists of various levels of government, and not-for-profit, and for-profit entities. To the extent allowable under Washington State law, each state agency 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 state agency partner assumes any responsibility to any other party, state or non-state, for the consequences of any act or omission of any third party. To the extent allowable under Washington State law, each non-state agency 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 non-state agency partner assumes any responsibility to any other party, state or non-state, for the consequences of any act or omission of any third party.

## **Process to Achieve Agreement**

Renewal of the WorkSource Pierce MOU requires all Parties to review and agree to all elements of the MOU and resign the MOU. Amendment or modification of the MOU only requires the parties to review and agree to the significant elements of the MOU that changed. In the event of changes to the MOU, such as minor revisions to the IFA budget up to 15% IFA contribution, a fully signed amended MOU will be executed. Because this MOU and IFA is a "living document" that is likely to undergo changes over the next three years, changes to the attachments to the MOU that do not change the intent of the document will be considered minor revisions. Additionally, Affiliate and Connection Sites may be added to the MOU without the need to resign the entire document. Connection sites added during a program year will not be factored into the budget or IFA during that year and will instead be added in the next full program

year or to the next MOU, whichever is most appropriate, based on agreement between the Connection site and WorkForce Central. Partners will be notified of minor modifications to attachments or the addition of WorkSource Affiliate and Connection Sites via email.

Substantial changes, such as changes in one-stop partners, or a change due to the election of a new Chief Local Elected Official, will require renewal of the MOU. The Pierce County WorkSource Network MOU will be reviewed and renewed at least every 3-years.

## Termination

In the event funding identified in support of the Infrastructure Funding Agreement is suspended, terminated, or reduced substantially during the term of this agreement, then a Partner may terminate or reduce its participation in this agreement as allowed per existing lease and sublease agreements.

A request to terminate this agreement must be submitted in writing to the WorkForce Central Chief Executive Officer, and such a request requires at least ninety (90) days prior written notice. The terminating or reducing Partner shall be responsible for and agrees to pay its share of costs through the effective date as outlined in sublease agreements. Upon termination or reduction of a Partner, the costs associated with this IFA shall be reallocated by WorkForce Central among the remaining Partners, and the agreement shall be modified in writing accordingly. WorkForce Central is responsible for notifying all Partners of the change in participation.

## MOU Dispute Resolution

The WorkSource Pierce System will function by consensus under the direction of the Workforce Development Board. 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 and IFA or amendments, issues concerning provisions, language, performance or administration of this MOU and IFA, failure to agree may result. If an impasse in negotiations occurs between any of the partners (except the Pierce County WDB), the following steps will occur:

- The parties will document the negotiations and efforts that have taken place to resolve any issues.
- The Pierce County WDB Chair (or designee) will coordinate the MOU dispute resolution through the following process:
  - All Parties are advised to actively participate in the negotiations in good-faith effort to reach an 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 Pierce County WDB Chair (or designee) and all Parties to the MOU regarding the conflict within 10 business days.
  - The Pierce County WDB Chair (or designee) and Chief Local Elected Officials (or designee) will meet with the parties involved to resolve the issue.
  - The decision of the Pierce County WDB Chair 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.

- State Policy 1013 (Rev 4) WorkSource Memorandum of Understanding requires that the MOU include an assurance that if the parties fail to reach consensus, they will abide by the state funding mechanism.
- 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.

If one or more of the Parties to the dispute are dissatisfied with the ESD Commissioner’s decision, the decision can be appealed to the U.S. Department of Labor (DOL) as described in WIOA Sec. 181(c). Per WIOA Sec. 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.

## Assurances

- This Agreement will be interpreted under Washington State Law or Federal Law as applicable.
- Each Partner warrants that it will comply with all Federal, State and/or local laws and regulations that apply to this Agreement.
- It is understood and agreed by the Partners that employees receiving compensation for work performed under this Agreement are employees of the Partner agency that compensates, supervises, trains, and provides benefits and other support to that employee, and that each Partner is solely responsible for compensation to its employees, as well as any associated benefits and taxes.

## Attachments


- [WorkSource Pierce One-Stop Operator Conflict of Interest Agreement](#)
- [Program Concern and Complaint Policy](#)
- [Program Concern and Complaint Policy Handbook](#)
- [Dispute Resolution Policy](#)

## Authority and Signature

By signing below, partners certify that they agree with this Workforce Partnership Agreement, and the MOU and IFA within, if applicable. Partners certify they have the authority to bind their agency to the terms of the Workforce Partnership Agreement, and the MOU and IFA within, if applicable.

## Signatories to Workforce Partnership Agreement, MOU, and IFA


### Pierce County Workforce Development Board

By:  Jun 25, 2024  
IRENE REYES (Jun 25, 2024 16:28 PDT)  
Irene Reyes, WDB Chair Date


### Chief Local Elected Official

By: Bruce Dammeier 07/03/2024  
Bruce Dammeier (Jul 3, 2024 12:57 PDT)  
Bruce Dammeier, Pierce County Executive Date

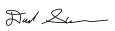
### WorkForce Central

By:  Jun 24, 2024  
Katie Condit (Jun 24, 2024 12:28 PDT)  
Katie Condit, Chief Executive Officer Date

### Bates Technical College

By:  Jun 25, 2024  
Lin Zhou (Jun 25, 2024 12:45 PDT)  
Dr. Lin Zhou, President Date

### Career Team, LLC

By:  Jun 26, 2024  
David Shufrin, General Counsel and Chief Compliance Officer Date

### Clover Park Technical College

By: Joyce Loveday Jun 24, 2024  
Dr. Joyce Loveday, President Date

**DSHS/Department of Vocational Rehabilitation**

By: *Dana Phelps*  
Dana Phelps (Jun 24, 2024 14:14 PDT)  
Dana Phelps, Director  
Jun 24, 2024  
Date

**Department of Labor and Industries**

By: *Lynda Ducharme*  
Lynda Ducharme (Jun 24, 2024 13:22 PDT)  
Lynda Ducharme, Regional Administrator  
Jun 24, 2024  
Date

**Department of Services for the Blind**

By: *Lisa Wheeler*  
Lisa Wheeler (Jun 24, 2024 16:38 PDT)  
Lisa Wheeler, Assistant Director  
Vocational Rehabilitation & Workforce Initiatives  
Jun 24, 2024  
Date

**Department of Social and Health Services**

By: *Brice Montgomery*  
Brice Montgomery (Jun 24, 2024 13:26 PDT)  
Brice Montgomery, Interim Director  
Community Services Division  
Jun 25, 2024  
Date

**Goodwill of the Olympics and Rainier Region**

By: *Lori Forte Harnick*  
Lori Forte Harnick (Jun 24, 2024 13:59 PDT)  
Lori Forte-Harnick, President & CEO  
Jun 24, 2024  
Date

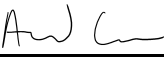
**WA Employment Security Department**

By: *Teri Holme*  
Teri Holme (Jun 24, 2024 12:16 PDT)  
Teri Holme, Central Sound Acting Regional Director  
Jun 24, 2024  
Date


**Palmer Scholars**

By: *Denise*  
Denise Nicole Franklin (Jun 24, 2024 15:20 PDT)  
Denise Nicole Franklin, Interim Executive Director  
Jun 24, 2024  
Date


**Pierce College**

By:  Jun 24, 2024  
Andrew Glass, Vice President Date  
for Technology and Infrastructure


**Pierce County Rural Library District**

By:  Jun 28, 2024  
Connie Behe, Deputy Director Date


**Tacoma Community College**

By:  Jun 24, 2024  
Patricia McCray-Roberts, Vice President Date  
of Finance and Administration


**Tacoma Community House**

By:  Jun 24, 2024  
Aimee Khuu, Executive Director Date

**Tacoma Housing Authority**

By:  Jun 24, 2024  
April Black, Executive Director Date

**Tacoma Rescue Mission**

By:  Jun 24, 2024  
Duke Paulson, Executive Director Date

**United Way of Pierce County**

By:  Jun 25, 2024  
Dona Ponepinto, President and CEO Date

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## ATTACHMENT A:

### WorkSource Pierce Infrastructure Funding Agreement (IFA) Terms

The WorkSource System operating budget, known as the Infrastructure Funding Agreement (IFA), has been developed via consensus with the required and other partners in the Pierce County Workforce Development Area. The purpose of the IFA is to 1) Demonstrate total investments in the WorkSource System across sites and 2) establish the terms and conditions under which the partnership will share infrastructure resources in performance of workforce development services at the WorkSource Pierce One-Stop Comprehensive Center. Through this agreement, the partners have identified those costs related to the infrastructure of the Pierce County One-Stop Center that are mutually beneficial and agreed upon as shared costs. The operating budget consists of:

- **Non-personnel infrastructure costs** necessary for the general operation of the One-Stop Center, including but not limited to:
  - Applicable facility costs such as rent (those contributing to facility costs must continue to pay for such costs in the event of staff turnover or staff working temporarily at another location)
  - Costs of utilities and maintenance
  - Equipment (including physical modifications to the center for access, assessment-related products, and assistive technology for individuals with disabilities)
  - Technology to facilitate access to the One-Stop Center, including technology used for the center's planning and outreach activities
  - Other related costs as included in the budget (Attachment B)
- **Additional Costs:**
  - Applicable Career Services - Includes the costs of the provision of career services in WIOA section 134(c)(2), as applicable to each program. For the purpose of this IFA, applicable career costs were defined to mean the cost of staff delivering any Career Services, including providing access to training and business services.
  - Other Shared Costs – This partnership recognizes that other shared costs may arise to support efforts to streamline services and increase access. WorkForce Central, on behalf of the Pierce County WDB, commits to provide funding where and when necessary, for the following needs on behalf of the Pierce County WorkSource One-Stop and System:
    - Accessibility – Technology and other tools used by individuals with disabilities, such as hardware, software, audio looping, etc.
    - WorkSource system coordination – The costs associated with the convening, facilitation, and backbone support for the system partnership. This responsibility will fall under the Senior Director of Collective Impact at WorkForce Central.
    - WorkSource Branding and Outreach – Supports marketing and outreach, including for job fairs and signage.
    - Assessments – Supports assessments at the Basic and Individualized level that ensure work readiness, basic skill, soft skill, knowledge and ability, and other assessments are available for all customers.
    - Staff training – Supports staff training and professional development to ensure a consistent standard throughout the local WorkSource System, will be coordinated by circuit rider.
    - Supplies and costs not otherwise included in IFA.

- Accounting Services- Although these were considered a shared cost in previous IFA's, WorkForce Central will continue to assume these costs moving forward.
- Common Referral System- Through a focus on support for service delivery via technology, WorkForce Central will assume the costs of the common referral system in partnership with United Way of Pierce County to reduce barriers to use and increase partner accessibility and streamlined services.

### Cost Allocation Method

The IFA distributes non-personnel shared infrastructure costs for the WorkSource Pierce One-Stop Center among all the required partners and additional partners in the workforce development area based on their participation in the center. The partners have agreed to allocate shared infrastructure costs for the One-Stop Center in two ways:

- Non-personnel infrastructure costs related to dedicated space for partners' staff who provide services on-site will be shared among those partners, based on the actual square footage dedicated to these partners through sublease agreements.
- Non-personnel infrastructure costs for the shared customer space, which is universally accessible to the customers of all partners, will be charged to the required partners and additional partners using staff full-time equivalent (FTE).

The basis for allocating costs for the WorkSource Pierce One-Stop Center is as follows:

- Non-Personnel Infrastructure costs are shared based on the two methods described above, as after a thorough evaluation of costs and services this model was determined to best serve this site.
  - Co-Located Costs= (program square feet leased / total leased sq feet for local partnership) x total budgeted line-item cost attributable to total leased sq feet
  - Shared Customer Space Costs = (program FTE\*/Total FTE) x budgeted line-item cost attributable to shared customer space\*\*
    - \*Program FTE assigned by number spaces occupied in center for co-located partners; .5 FTE assigned for non-co-located partners*
    - \*\* Shared Customer space includes resource room, classrooms, conference room, and one-stop operator office*
  - Total Shared Comprehensive Center Infrastructure Costs= Co-Located Costs + Shared Customer Space Costs
- Affiliate and connection site costs are distributed only to those partners on site.
- Federal Cost Principles require that costs are reasonable, necessary, and allocable.

### Process to Achieve Agreement

WorkForce Central (WFC), acting as the Fiscal Agent to the Pierce County WDB, compiled budgets for each site, facilitated meetings, and worked with partners to come to a consensus regarding the basis for allocating costs. WFC identified and applied potential bases for the allocation of costs to the partners, facilitating a discussion regarding which base(s) would be acceptable to the partners. Partner participation to reach an agreement is as follows:

WFC held series of WorkSource Pierce partner meetings in preparation for MOU to be signed and effective July 1, 2024

- Partners provided feedback and recommended changes
- Local partners agreed on changes to “other shared cost” category and reinvestment in infrastructure costs in alignment with WIOA regulations
- WFC held multiple discussions with individual agencies, as needed
- Final draft for review of the Workforce Partnership Agreement, MOU and IFA shared March 2024
- Finalize the Workforce Partnership Agreement, MOU with IFA distributed for signature in June 2024

### **IFA Additional Terms and Timeline for Periodic Reconciliation of Costs and Renewal**

This agreement commences on July 1, 2024, and shall remain in effect until June 30, 2027, unless terminated or modified. The IFA incorporated into this agreement is effective for the same dates; however, this portion of the agreement must be updated annually to address any changes in the cost of operating the system. Each subsequent IFA will be in effect for one program year (July 1-June 30). As it is not federally required that the IFA be re-signed, IFA partners will be asked to provide written authorization via email that they agree with each updated version.

The IFA budget is based on planned costs and information available as of the date of signature. It is the responsibility of partners to notify WFC of changes to program delivery design, including staffing level changes. Any staffing level changes will be presumed to be in effect for the entire month for billing purposes. At least two months prior to the end of each program year, WFC will convene partners to develop a new WorkSource Pierce budget for the upcoming program year and revise the bases for cost sharing as agreed upon by the required and other partners. Each new budget and IFA to commence on July 1 each year will be approved by the Pierce County WDB and its partners prior to June 30 of that year. Unless the changes are significant, the MOU will not need to be re-signed by all parties.

### **Billing and Payment**

It is the responsibility of the Employment Security Department as the main leaseholder and WorkForce Central as the main Sublease holder to establish sublease holder agreements outside of the IFA to address billing and payment requirements and processes for leased space. This IFA does not supersede, replace, or exist in lieu of (sub)lease agreements related to the WorkSource Pierce One-Stop Center. WFC will invoice all Partners identified in the IFA based on actual costs for Infrastructure costs as indicated. These funds will be invoiced monthly. Partners to the IFA are expected to submit payment promptly (no later than 30 calendar days) after receipt of invoices.

### **Total Cost Per Partner**

The total cost per partner/program can be found in Attachment B. It should be noted that these are estimated costs, and both the Employment Security Department for WorkSource and WorkForce Central agree to notify partners as soon as it appears costs may exceed budgeted figures. Each agency also agrees to do their due diligence to keep costs at or below budget. In the event estimated costs exceed actual costs, WorkForce Central will work with partners to agree on a solution for reallocation. It should additionally be noted that there is no history of actuals exceeding planned costs at WorkSource Pierce. Therefore, it is not expected that partners should anticipate this occurring.

## **In-Kind Contributions**

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 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.

## **Withdrawal, Reduction, or Modification to Participation by a Partner**

If a Partner withdraws from, reduces, or modifies its participation in this IFA for reasons other than loss of funding, the modification shall be effective only after giving WorkForce Central at least thirty (30) days prior written notice. The Partner shall be responsible for and agrees to pay its share of costs through the effective date. The effective date will be the end of the quarter following the quarter in which the notice was received.

Upon withdrawal, reduction, increase, or addition of a Partner's participation, the costs associated with this IFA shall be reallocated by WorkForce Central among the remaining Partners and the IFA shall be modified accordingly. WorkForce Central is responsible for notifying all Partners of the change in participation.

The Partners recognize that amendments may be necessary during the period of this IFA. Whenever practical, an amendment will be discussed and agreed upon using a collaborative process among the Partners prior to adoption. Amendments(s) shall be signed by a person authorized to sign for a given Partner. All Partners whose shared cost remains unchanged or reduced will be notified by WorkForce Central of the amendment and are not required to sign the amendment. Oral agreements shall have no effect. If any provision of this IFA is held invalid, the remainder of this IFA shall not be affected.

Minor modifications are non-substantive changes to the IFA such as revisions to the infrastructure budget of 15% or less. Other changes to the IFA that do not change the intent of the documents will be considered minor modifications. The Partners will be notified of minor modifications via e-mail and will be provided the opportunity to review and respond to WorkForce Central within the specified timeline. Minor modifications do not require signatures from partners.

Major modifications, such as the removal or addition of a required partner organization, a change due to the election of a new CLEO, or changes in the infrastructure budget in excess of 15% will require all Partners to review and reach consensus on the major modifications to the IFA. Major modification requires all Partners to sign the modified IFA.

## **Dispute and Impasse Resolution, Termination**

See "MOU Dispute Resolution" and "Termination" section of MOU. These steps apply for the MOU and IFA.

## **Roles and Responsibilities**

**Pierce County WDB and One-Stop Partners:** The Pierce County WDB and WorkSource Pierce One-Stop Partners must establish, in the MOU, an IFA for how the WDB and programs will fund the infrastructure costs of the One-Stop Center. If One-Stop partners are unable to reach consensus on funding for infrastructure costs of the One-Stop Center, the WDB must notify the WA State Workforce Training & Education Coordinating Board (WTECB).

**Chief Local Elected Officials (CLEOs):** CLEOs consult with the Governor to assist in issuing guidelines regarding the One-Stop service delivery funding mechanism, as outlined in TEGl 17-16 and 20 CFR 678.705, 34 CFR 361.705, and 34 CFR 463.705.

**WorkForce Central:** As fiscal agent and staff to the WDB, WorkForce Central staff will facilitate and support the negotiation, accounting, and reconciliation of the Infrastructure Funding Agreement in partnership with the agencies included.

**WorkSource Pierce Partners:** One-Stop partners are to act in good faith and negotiate infrastructure costs and additional costs of operating the WorkSource Pierce One-Stop Center in a transparent manner. Partners funding the costs of infrastructure according to this IFA are those identified in the “Partners and Responsibilities” section of the MOU.

**ATTACHMENT B**

**WorkSource Pierce Budget: Infrastructure Funding Agreement**

**Planned Budget for Annual Shared Costs  
July 1, 2024 through June 30, 2025**

	<b>Total</b>	<b>Title I - Pierce County WDB</b>	<b>Title I - Adult</b>	<b>Title I - Dislocated Worker</b>	<b>Title I - Youth</b>	<b>Title I - Economic Security for All</b>	<b>Title I - National Dislocated Worker Grant</b>
<b>FTE</b>	79.50	7.00	6.00	6.50	4.50	1.00	1.00
<b>SHARED SYSTEM COSTS</b>							
Common Referral System	\$ 95,515	\$ 53,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Shared System Costs</b>	<b>\$ 95,515</b>	<b>\$ 53,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>COMPREHENSIVE CENTER INFRASTRUCTURE COSTS</b>							
Rent (includes utilities, alarm, janitorial, maintenance)	\$ 510,550	\$ 51,749	\$ 38,729	\$ 41,754	\$ 29,575	\$ 8,215	\$ 8,215
Security Guard	93,400	9,491	7,086	7,639	5,413	1,509	1,509
One-Stop Operator	145,000	14,734	11,000	11,859	8,403	2,343	2,343
Internet	7,500	1,568	1,118	1,203	860	257	257
Analog Fax Line	960	233	166	179	128	38	38
Copier/Printer/Scanner/Fax	10,500	2,547	1,816	1,954	1,396	418	418
Desk Phones	12,600	1,176	1,008	1,092	756	168	168
Phones - Shared Space	2,520	247	191	206	145	38	38
Electronic Scheduler	1,000	102	76	82	58	16	16
Copier/Printer - Resource Room and Computer Lab	7,730	681	583	632	438	97	97
Wet System (Water Filtration)	3,600	366	273	294	209	58	58
Business Center and Other Common Space Supplies	5,245	533	398	429	304	85	85
Translation Services	2,500	254	190	204	145	40	40
Computers in Resource Room and Training Rooms	12,420	1,094	937	1,015	703	156	156
<b>Total Comprehensive Center Infrastructure Costs</b>	<b>\$ 815,525</b>	<b>\$ 84,774</b>	<b>\$ 63,571</b>	<b>\$ 68,542</b>	<b>\$ 48,532</b>	<b>\$ 13,439</b>	<b>\$ 13,439</b>
<b>CAREER SERVICES COSTS</b>							
Staff (including benefits)	\$ 11,912,762	\$ 3,727,389	\$ 792,295	\$ 610,968	\$ 480,148	\$ 100,555	\$ 81,740
Operations (overhead/indirect)	2,226,449	521,784	93,395	74,257	48,363	10,455	9,374
Other (e.g., travel, outreach, materials, technology/equipment)	1,421,547	749,000	37,160	27,089	16,100	4,000	1,000
<b>Total Career Services Costs</b>	<b>\$ 15,560,758</b>	<b>\$ 4,998,173</b>	<b>\$ 922,850</b>	<b>\$ 712,314</b>	<b>\$ 544,611</b>	<b>\$ 115,010</b>	<b>\$ 92,114</b>
<b>Total One-Stop System Budget</b>	<b>\$ 16,471,798</b>	<b>\$ 5,135,947</b>	<b>\$ 986,421</b>	<b>\$ 780,856</b>	<b>\$ 593,143</b>	<b>\$ 128,449</b>	<b>\$ 105,553</b>

	Total	Title II - Tacoma Community House	Title II and Carl Perkins - Bates Technical College	Title II and Carl Perkins - Clover Park Technical College	Title II and Carl Perkins - Pierce College District	Title II and Carl Perkins - Tacoma Community College	Title III Wagner Peysler - Employment Security Department
FTE	79.50	0.50	1.00	1.00	1.00	1.00	9.60
<b>SHARED SYSTEM COSTS</b>							
Common Referral System	\$ 95,515	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Shared System Costs</b>	<b>\$ 95,515</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>COMPREHENSIVE CENTER INFRASTRUCTURE COSTS</b>							
Rent (includes utilities, alarm, janitorial, maintenance)	\$ 510,550	\$ 913	\$ 1,826	\$ 6,076	\$ 1,826	\$ 6,076	\$ 59,876
Security Guard	93,400	159	318	1,110	318	1,110	10,948
One-Stop Operator	145,000	247	494	1,724	494	1,724	16,996
Internet	7,500	-	-	171	-	171	-
Analog Fax Line	960	-	-	25	-	25	-
Copier/Printer/Scanner/Fax	10,500	-	-	278	-	278	-
Desk Phones	12,600	-	-	168	-	168	1,613
Phones - Shared Space	2,520	7	15	30	15	30	298
Electronic Scheduler	1,000	2	3	12	3	12	117
Copier/Printer - Resource Room and Computer Lab	7,730	49	97	97	97	97	933
Wet System (Water Filtration)	3,600	6	12	43	12	43	422
Business Center and Other Common Space Supplies	5,245	9	18	62	18	62	615
Translation Services	2,500	4	9	30	9	30	293
Computers in Resource Room and Training Rooms	12,420	78	156	156	156	156	1,500
<b>Total Comprehensive Center Infrastructure Costs</b>	<b>\$ 815,525</b>	<b>\$ 1,474</b>	<b>\$ 2,948</b>	<b>\$ 9,984</b>	<b>\$ 2,948</b>	<b>\$ 9,984</b>	<b>\$ 93,610</b>
<b>CAREER SERVICES COSTS</b>							
Staff (including benefits)	\$ 11,912,762	\$ 616,212	\$ 280,525	\$ 88,033	\$ 305,660	\$ 185,000	\$ 661,380
Operations (overhead/indirect)	2,226,449	372,379	8,011	12,869	99,471	-	114,155
Other (e.g., travel, outreach, materials, technology/equipment)	1,421,547	92,320	8,000	29,900	-	10,000	1,191
<b>Total Career Services Costs</b>	<b>\$ 15,560,758</b>	<b>\$ 1,080,911</b>	<b>\$ 296,536</b>	<b>\$ 130,802</b>	<b>\$ 405,131</b>	<b>\$ 195,000</b>	<b>\$ 776,726</b>
<b>Total One-Stop System Budget</b>	<b>\$ 16,471,798</b>	<b>\$ 1,082,385</b>	<b>\$ 299,484</b>	<b>\$ 140,786</b>	<b>\$ 408,079</b>	<b>\$ 204,984</b>	<b>\$ 870,336</b>

	Total	Title IV - DSHS/DVR	Title IV - Dept of Services for the Blind	Title V SCSEP - Goodwill	TAA - Employment Security Department	Veterans - Employment Security Department	UI and RESEA - Employment Security Department	Workfirst (TANF) - Employment Security Department (1)
FTE	79.50	2.00	0.50	0.50	1.70	3.10	14.30	5.40
<b>SHARED SYSTEM COSTS</b>								
Common Referral System	\$ 95,515	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Shared System Costs</b>	<b>\$ 95,515</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>COMPREHENSIVE CENTER INFRASTRUCTURE COSTS</b>								
Rent (includes utilities, alarm, janitorial, maintenance)	\$ 510,550	\$ 18,647	\$ 913	\$ 913	\$ 11,764	\$ 20,313	\$ 88,496	\$ 34,281
Security Guard	93,400	3,432	159	159	2,155	3,717	16,178	6,270
One-Stop Operator	145,000	5,327	247	247	3,346	5,771	25,116	9,734
Internet	7,500	604	-	-	-	-	-	-
Analog Fax Line	960	-	-	-	-	-	-	-
Copier/Printer/Scanner/Fax	10,500	-	-	-	-	-	-	-
Desk Phones	12,600	336	-	-	286	521	2,402	907
Phones - Shared Space	2,520	85	7	7	57	100	441	170
Electronic Scheduler	1,000	37	2	2	23	40	173	67
Copier/Printer - Resource Room and Computer Lab	7,730	194	49	49	165	301	1,390	525
Wet System (Water Filtration)	3,600	132	6	6	83	143	624	242
Business Center and Other Common Space Supplies	5,245	193	9	9	121	209	908	352
Translation Services	2,500	92	4	4	58	100	433	168
Computers in Resource Room and Training Rooms	12,420	312	78	78	266	484	2,234	844
<b>Total Comprehensive Center Infrastructure Costs</b>	<b>\$ 815,525</b>	<b>\$ 29,391</b>	<b>\$ 1,474</b>	<b>\$ 1,474</b>	<b>\$ 18,322</b>	<b>\$ 31,699</b>	<b>\$ 138,396</b>	<b>\$ 53,559</b>
<b>CAREER SERVICES COSTS</b>								
Staff (including benefits)	\$ 11,912,762	\$ 207,756	\$ 56,856	\$ 64,708	\$ 65,000	\$ 194,509	\$ 871,081	\$ 382,062
Operations (overhead/indirect)	2,226,449	-	-	149,079	25,000	37,667	151,376	48,019
Other (e.g., travel, outreach, materials, technology/equipment)	1,421,547	-	-	5,000	2,000	6,930	833	138,631
<b>Total Career Services Costs</b>	<b>\$ 15,560,758</b>	<b>\$ 207,756</b>	<b>\$ 56,856</b>	<b>\$ 218,787</b>	<b>\$ 92,000</b>	<b>\$ 239,106</b>	<b>\$ 1,023,290</b>	<b>\$ 568,712</b>
<b>Total One-Stop System Budget</b>	<b>\$ 16,471,798</b>	<b>\$ 237,147</b>	<b>\$ 58,330</b>	<b>\$ 220,261</b>	<b>\$ 110,322</b>	<b>\$ 270,805</b>	<b>\$ 1,161,686</b>	<b>\$ 622,271</b>

(1) DSHS/ESA/CSD, on behalf of TANF, commits support in sharing their share of the total cost of the Comprehensive Center Infrastructure Costs for the July 1, 2024 to June 30, 2025 Infrastructure Funding Agreement (IFA). These funds shall be contributed to the Tacoma-Pierce County WDB/WorkForce Central by the Employment Security Department (ESD) on behalf of TANF. These funds utilized by ESD are part of the current allocation that DSHS/ESA/CSD has contracted to ESD for the delivery of TANF/Workfirst services. If for any reason ESD does not have the identified amount available to pay IFA costs on behalf of TANF, or fails to do so, this agreement is void and must be renegotiated.

	Total	CPP - Employment Security Department	HUD - Tacoma Housing Authority	Dept of Labor & Industries	Tacoma Rescue Mission	Economic Security for All - State	Economic Security for All Community Reinvestment - State	United Way of Pierce County
FTE	79.50	5.90	0.50	1.00	0.50	2.00	2.00	-
<b>SHARED SYSTEM COSTS</b>								
Common Referral System	\$ 95,515	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,515
<b>Total Shared System Costs</b>	<b>\$ 95,515</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 42,515</b>
<b>COMPREHENSIVE CENTER INFRASTRUCTURE COSTS</b>								
Rent (includes utilities, alarm, janitorial, maintenance)	\$ 510,550	\$ 37,359	\$ 913	\$ 12,545	\$ 913	\$ 14,371	\$ 14,291	\$ -
Security Guard	93,400	6,833	159	2,316	159	2,634	2,620	-
One-Stop Operator	145,000	10,607	247	3,596	247	4,090	4,067	-
Internet	7,500	-	-	431	-	431	428	-
Analog Fax Line	960	-	-	-	-	64	64	-
Copier/Printer/Scanner/Fax	10,500	-	-	-	-	701	696	-
Desk Phones	12,600	991	-	168	-	336	336	-
Phones - Shared Space	2,520	185	7	54	7	69	69	-
Electronic Scheduler	1,000	73	2	25	2	28	28	-
Copier/Printer - Resource Room and Computer Lab	7,730	574	49	97	49	194	194	-
Wet System (Water Filtration)	3,600	263	6	89	6	102	101	-
Business Center and Other Common Space Supplies	5,245	384	9	130	9	148	147	-
Translation Services	2,500	183	4	62	4	71	70	-
Computers in Resource Room and Training Rooms	12,420	922	78	156	78	312	312	-
<b>Total Comprehensive Center Infrastructure Costs</b>	<b>\$ 815,525</b>	<b>\$ 58,373</b>	<b>\$ 1,474</b>	<b>\$ 19,670</b>	<b>\$ 1,474</b>	<b>\$ 23,551</b>	<b>\$ 23,423</b>	<b>\$ -</b>
<b>CAREER SERVICES COSTS</b>								
Staff (including benefits)	\$ 11,912,762	\$ 435,662	\$ 327,132	\$ 100,000	\$ -	\$ 238,108	\$ 244,909	\$ 77,286
Operations (overhead/indirect)	2,226,449	70,557	94,161	25,000	-	30,262	36,000	7,729
Other (e.g., travel, outreach, materials, technology/equipment)	1,421,547	8,173	89,489	1,000	-	14,140	28,091	10,500
<b>Total Career Services Costs</b>	<b>\$ 15,560,758</b>	<b>\$ 514,392</b>	<b>\$ 510,782</b>	<b>\$ 126,000</b>	<b>\$ -</b>	<b>\$ 282,510</b>	<b>\$ 309,000</b>	<b>\$ 95,515</b>
<b>Total One-Stop System Budget</b>	<b>\$ 16,471,798</b>	<b>\$ 572,765</b>	<b>\$ 512,256</b>	<b>\$ 145,670</b>	<b>\$ 1,474</b>	<b>\$ 306,061</b>	<b>\$ 332,423</b>	<b>\$ 138,030</b>

	<u>Total</u>	<u>Pierce County Library System - Connection Sites</u>	<u>Goodwill - Connection Site</u>	<u>JBLM - Affiliate Site</u>
FTE	79.50	-	-	-
<b>SHARED SYSTEM COSTS</b>				
Common Referral System	\$ 95,515	\$ -	\$ -	\$ -
<b>Total Shared System Costs</b>	<b>\$ 95,515</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>COMPREHENSIVE CENTER INFRASTRUCTURE COSTS</b>				
Rent (includes utilities, alarm, janitorial, maintenance)	\$ 510,550	\$ -	\$ -	\$ -
Security Guard	93,400	-	-	-
One-Stop Operator	145,000	-	-	-
Internet	7,500	-	-	-
Analog Fax Line	960	-	-	-
Copier/Printer/Scanner/Fax	10,500	-	-	-
Desk Phones	12,600	-	-	-
Phones - Shared Space	2,520	-	-	-
Electronic Scheduler	1,000	-	-	-
Copier/Printer - Resource Room and Computer Lab	7,730	-	-	-
Wet System (Water Filtration)	3,600	-	-	-
Business Center and Other Common Space Supplies	5,245	-	-	-
Translation Services	2,500	-	-	-
Computers in Resource Room and Training Rooms	12,420	-	-	-
<b>Total Comprehensive Center Infrastructure Costs</b>	<b>\$ 815,525</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>CAREER SERVICES COSTS</b>				
Staff (including benefits)	\$ 11,912,762	\$ 100,000	\$ 48,372	\$ 569,416
Operations (overhead/indirect)	2,226,449	15,000	51,346	120,740
Other (e.g., travel, outreach, materials, technology/equipment)	1,421,547	90,000	33,900	17,100
<b>Total Career Services Costs</b>	<b>\$ 15,560,758</b>	<b>\$ 205,000</b>	<b>\$ 133,618</b>	<b>\$ 707,256</b>
<b>Total One-Stop System Budget</b>	<b>\$ 16,471,798</b>	<b>\$ 205,000</b>	<b>\$ 133,618</b>	<b>\$ 707,256</b>







# Pierce Agreement-MOU-IFA 2024-2027 Final (1)

Final Audit Report

2024-07-03

Created:	2024-07-03
By:	Deborah Lean (dlean@workforce-central.org)
Status:	Signed
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