

# Snohomish County Workforce Development Council

## *Implementing the Workforce Investment Act*

### **~~Draft~~ Five-Year Operations Plan: Update September 2~~August 23~~, 2003**

This Plan may be viewed or downloaded from the Internet at <http://wia.snocowdc.org>.  
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**Snohomish County Workforce Development Council**  
*Implementing the Workforce Investment Act*  
**Local Operations Plan: Update**  
**September 2~~August 23~~, 2003**

**Purpose of the Operations Plan**

The Local Operations Plan describes the service strategies, roles and responsibilities of the partner agencies, and the key local policies and activities that will implement the Snohomish County Workforce Development Council Strategic Plan. The Operations Plan describes service strategies for implementing WorkSource, the distribution and the program design for WIA Title I-B funds and procurement processes that will be used, and the performance accountability and continuous improvement process.

The Local Operations Plan must be a flexible document that is amended and made more specific as service strategies and program results are compared with Council priorities. Thus, while this is a five-year Operations Plan, it is also a proposed process to continually improve services on a year-by-year basis. The program designs and policy issues are not meant to be five-year fixed positions, rather they are initial starting points.

The key objectives of the Local Operations Plan are:

- I. Overview of the Consistencies between State and Local Strategic Plans;**
- II. Describe the Local System of Governance and Administration;**
- III. Detail Service Strategies for WorkSource, Workforce Investment Act Funds, and Wagner-Peyser (public labor exchange);**
- IV. Analysis of Performance Accountability Indicators and Continuous Improvement Process; and,**
- V. Discuss the Plan Development Process and Methods of Input**

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The Operations Plan details the process that the Workforce Development Council (WDC) will use to allocate funds and promote overall system building and accountability. Much of what is described in the Operations Plan is process and program design since much of the WIA funds are allocated by procurement processes and the use of Individual Training Accounts (ITA's).

Funding for workforce programs is limited and must be prioritized. The program design detailed within the Operations Plan responds to the need to set priorities both for customers and programs. The challenge is to embrace the full vision of the Workforce Investment Act. It is to use the best of its programs and capacities to promote integrated programs and operational services that truly benefit customers. Through a unified system of access to resources through better coordination and collaboration.

Fundamental accountability rests with the County Executive and the Workforce Development Council. However, in promoting accountability for customer improvement throughout the system, all partners are invested and accountable for outcome measures. This is possible because all partners can build a mutual role for success in the redesign and building of the workforce system in Snohomish County consistent with WIA principles.

## **I. Overview of Consistencies with State Strategic and Local Strategic Plan**

### **A. Linkage between State Goals of State and Local Plans**

The principal linkage between the state strategic plan and the local strategic plan is through the goals and objectives adopted at the state and local level. The Snohomish County Strategic Plan's goals and objectives directly align with the State Strategic Plan. The Snohomish County Strategic Plan details cross-cutting objectives that are system development activities and focuses on the following challenges of High Skills High Wages 2002: skill gaps, dislocated and incumbent workers, wage progression for low wage individuals, and service integration.

The key to success in the alignment between state and local plans is to allocate resources and create incentives for partners to contribute to the adopted objectives. The success of local operations is in part dependent on the state agencies and partners committing to contribute resources and operate in a manner consistent with local plans. Overall system funding and aligning services with goals and objectives remains our most consistent challenge.

The intent of the Snohomish County Operations Plan is to develop an integrated service system that aligns with state and local goals and objectives. The integration of operations necessitates that state programs such as WorkFirst, Welfare-to-Work, Carl Perkins Vocational and Technical funds, Tech Prep, WIA, Wagner-Peyser, Community Services Block Grant, Housing Employment, Department of Vocational Rehabilitation, and others design common tools and processes that link state and local actions.

The Local Operations Plan was developed with broad input from the partners to the system in conjunction with the WDC and the Youth Council. Through a policy input survey, program design process, and numerous review meetings, the Operations Plan reflects an attempt to integrate the best services of the system with the challenges of WIA and WorkSource. Partners proposed program design ideas consistent with state and federal WIA guidelines and one-stop practices.

The following are key important linkages between the state, local, and operations plans:

- The Snohomish County Workforce Development Council goals and objectives are consistent with the state strategic plan. The Local Strategic and Operations Plan goes into greater detail than the state on system

objectives and integrate youth goals and objectives. The strategies in the Local Strategic Plan are both system building and focused on the four key challenges.

- Service strategies and program designs are developed that maximize coordination with other resources and focus on priority needs of both employers and job seekers. The Snohomish County Workforce Development Council works closely with the state and region for skill gap analysis and integration of programs through wage progression for low wage workers, and to link **D**islocated **W**orker and **R**apid **R**esponse **P**rograms to WorkSource.
- The WDC is focused on continually updating information on demand occupations. The following industry clusters are targeted in the Strategic Plan to match skilled workers to available jobs: tourism/hospitality; retail; manufacturing, especially aerospace manufacturing; biotech/biomedical devices; business services; building and construction crafts and trades; public services; education; and health care.
- Snohomish County is fully committed to delivering its services through the WorkSource system. The two WorkSource **C**enters and **A**ffiliate **S**ites are models of integration for providing core, intensive and training services.

#### **B. Connections between WorkSource, Wagner-Peyser, and WIA Title I-B Services**

The principal goal of the Operations Plan is to develop a seamless system of workforce services. Customers receive integrated services at WorkSource **C**enters, **A**ffiliate **S**ites, and **S**elf-**S**ervice sites. Information on demand occupations, skill gaps, and access to real-time job information is universally available. Wagner-Peyser funds are used to support universal access to services at the WorkSource **C**enters. WIA Title I-B funds will be used to provide services to targeted customers and dislocated workers with priority given to veterans consistent with Jobs for Vets Act. The primary intent of WIA is to be a funder of last resort, with built-in linkages to other funding sources such as public assistance, adult basic education and literacy, and other training resources.

Snohomish County is focused on identifying skill gaps and targeting customized training to employers through a Business Services Team and single point of presence for employers through WorkSource. The WorkSource Partnership has adopted a set of Partnership Principles which provide a comprehensive approach to integrated service systems and collaborative training activities in response to employer needs and identifies the goal of integrating system partner programs with WIA Title I-B services. (See Page 9.)

## II. Local Governance and Administrative Structure

In September 1998, the County Executive decided to form a new Workforce Development Council consistent with the guidelines of the Workforce Investment Act. The Workforce Development Council has been the administrative entity for WIA Title I-B funds since the inception of WIA on April 1, 2000. The local operational structure reflects a clear interest to engage a wide variety of business, labor, education, and providers in an open discussion of the policies and programs that can best serve the county service delivery area. An administrative structure has been adopted that maintains county responsibilities and liability, but recognizes the policy and administrative functions of the Workforce Development Council. The Workforce Development Council is 501(c)3 non-profit organization; effective April 1, 2002, the Workforce Development Council became the county's fiscal agent as well. The Youth Council provides guidance on youth programs and activities, and the WorkSource Partnership addresses policies and issues related to operations and integration of services in this WorkSource system.

The Council and Snohomish County has signed a Master Memorandum of Understanding (MOU) with all of the mandatory partners under WIA (A copy of the MOU can be found in Appendix 5) . The Council has certified resource sharing agreements with WorkSource [Centers](#) and [Affiliate Sites](#). The information included in the Operations Plan forms the basis of the MOU.

### A. Snohomish County Responsibilities:

1. The County Executive shall appoint and maintain a local Workforce Investment Board called the Snohomish County Workforce Development Council ("WDC") consistent with Section 117 of PL 105-220. The terms of board/WDC members are staggered.
2. The County Executive, or his/her delegate, is a voting member of the WDC and executive committee of the WDC.
3. The County Executive attempts to provide comments to the WDC in a timely manner. This normally should not exceed forty-five days.
4. The County Executive has the right to approve or reject WDC actions on matters of the budget, one-stop operators, designation of fiscal and/or administrative duties, performance measures and the local plan as well as all other authority granted by PL 105-220. Such actions by the WDC are submitted in writing to the WDC.
5. The County Executive works in partnership with the WDC to develop and submit a local plan consistent with state criteria and guidance.

6. The County Executive designates the Snohomish County Human Services Department to provide oversight on behalf of the county for matters pertaining to the Workforce Investment Act.

**B. Snohomish County Workforce Development Council and Responsibilities:**

The Snohomish County Workforce Development Council was appointed in May 1999 and meets monthly. It currently has 39 members with a majority of business representatives. (The WDC's By Laws are in Appendix 1 and list of current members is provided in Appendix 3.) The Youth Council was appointed in August 1999 as non-voting members of the Workforce Development Council. It currently has 28 members. (Its By Laws are in Appendix 2 and list of members in Appendix 3.) The Youth Council has held numerous discussions on program design and to examine best practices in the field of youth services. It coordinates its comprehensive youth service strategy closely with other local organizations and networks.

1. The WDC develops and implements a workforce development plan consistent with Section 1117 of PL 105-220.
2. The additional responsibilities of the WDC include the following:
  - Development and submittal of a Local Strategic Plan.
  - Selection of operators and providers.
  - Identification of eligible providers of core and intensive services.
  - Development of a budget for carrying out the purposes of the WDC.
  - Providing oversight.
  - Negotiated local performance measures.
  - Coordination of workforce investment activities in the local area with economic development strategies and business.
  - Collaboration and brokering of activities to assist business in meeting hiring needs.
  - Development of linkages and coordination of programs with local tribes.
3. The WDC makes available to the public on a regular basis, through open meetings, information regarding the activities of the WDC, including the Local Strategic Plan prior to submission, designation and certification of one-stop operators, and the award of grants or contracts to eligible providers.
4. The WDC is incorporated as a 501(c)3 non-profit corporation responsible for administration of its own funds, personnel decisions, and governance. The WDC determines how it will conduct its own internal administrative and financial responsibilities, consistent with the obligations imposed by PL 105-220.
5. The WDC elects a chairperson from among the business representatives of the appointed members.

6. The WDC keeps minutes of all motions and matters of the WDC, Executive Committee, Youth Council, and relevant committees.
7. The chairperson of the WDC appoints members of the Youth Council with concurrence of the County Executive.
8. The WDC, through its Executive Committee, provides fiscal, program, and personnel oversight and evaluation.
9. The WDC actively solicits grants and donations from other sources.
10. The WDC is the administrative entity designee responsible for managing and coordinating one-stop activities and is the fiscal agent designee.
11. The WDC strives to develop an integrated one-stop career development system for employers and job seekers through a coordinated system of core, intensive, and training services.
12. The WDC maintains high professional standards of fiscal, personnel, and ethical conduct.
13. The WDC adopts and maintains professional management and accounting methods consistent with all state and federal regulations and with Snohomish County procedures and Generally Accepted Accounting Principles.
14. The WDC uses its best efforts to ensure the integrity of contracting, financial disbursement, and compliance monitoring of all WDC actions in recognition of Snohomish County's ultimate responsibility for all funds received by the County pursuant to PL105-220.
15. The WDC maintains its operational policies and procedures on its website at <http://www.snocowdc.org>.

### **C. Snohomish County WorkSource Partnership Responsibilities**

The WorkSource Partnership is comprised of all partners in Snohomish County that are participating in the WorkSource system. It has approximately 30 members. The Partnership meets monthly to review operational issues, discuss policy issues, and make recommendations to the WDC's Program Services Committee. The partnership is a valuable forum to bring the providers' perspective to WDC activities. Generally, issues and policies related to the provision of job seeker services are discussed at the Partnership level as well as the WDC level.

1. The Partnership is responsible for implementation of an integrated and seamless career development system consistent with Partnership Principles and the Workforce Investment Act.
2. The Partners analyze program operations and results and make recommendations to the Workforce Development Council.
3. The Partnership meets on a regular basis and keeps a record of its proceedings.
4. The Partnership operates on a consensus basis and promotes high standards of professional and ethical conduct.
5. The Partnership promotes active and collaborative fund raising to benefit the overall partnership.

#### **D. Procurement Strategies**

The procurement strategies of the WDC include a mix of competitive and collaborative efforts consistent with best practices and the Workforce Investment Act. Youth workforce services are competitively bid through a request for proposal process. Core and intensive services of WIA Title I-B for adult and dislocated workers are currently contracted through WorkSource [cCenters](#) through a consortium application process that establishes criteria for selection, the types of services and program design, and available funds for services provided. All such procurement is documented to substantiate compliance with standards established under Section 122 of the WIA, including the reasons for selection. Centers are encouraged to include interested providers and other funding sources in their request to provide core and intensive services. Funding of these requests is consistent with the MOU, Resource Sharing Agreements, and continuous quality improvement processes that ensure broad representation of services. Customized Training services are provided through Request for Proposals and ITAs are administered through a voucher-based system run by the Site Operators utilizing eligible training providers. The WDC will be reviewing these processes in PY03.

Proposals are solicited from all [cCenters](#) and [aAffiliate sSites](#). All training and direct service providers provide services through [cCenters](#) and [aAffiliate sSites](#). Proposals are distributed to a committee of the Workforce Development Council, which rates them based upon criteria consistent with the above policy. Management provides the committee with a written rating along with a detailed analysis. Proposals are rated on numerous criteria, including demonstrated past experience providing job training, basic skills, related activities, fiscal accountability, and ability to meet performance standards. The committee makes a recommendation to the Workforce Development Council Executive Committee.

Criteria for selection include but are not limited to:

- Ability to leverage financial resources and contribute toward proportional share of WorkSource cost.
- Ability to provide services through WorkSource [cCenters](#) or [aAffiliate sSites](#).
- Ability to meet program design specifications at reasonable cost, as well as the ability to meet performance goals.
- Coverage of geographic areas and target populations.
- Satisfactory record of past performance providing quality core, intensive, and training services (including job training, basic skills training, or related activities) including demonstrated quality of training; reasonable dropout rates from past programs; the ability to provide or arrange for appropriate supportive services; participant and employer satisfaction; credentialing; completion rates; placement and retention rates; and graduate earnings.
- Satisfactory record of integrity, business ethics, and fiscal accountability.
- Necessary organization, experience, accounting and operational controls, and technical skills to perform the work.

Two WorkSource [cCenter](#) operators were established by vote and application through the Snohomish County One-Stop Partnership and were subsequently accepted by the WDC. WorkSource Everett is operated by Washington State Employment Security Department, while WorkSource Lynnwood is operated by the Washington State Department of Social and Health Services. The MOU and contracts between the [cCenters](#) and the WDC specify the roles and responsibilities of each [cCenter oOperator](#). The MOU addresses the following:

- How services are to be provided through the [cCenters](#)
- How the costs of the services and the operating cost of the system are funded
- The method of referral of individuals between partners
- The duration of the MOU
- EEO assurances as outlined in Sec. 188 of the WIA, 29CFR Part 37, and the Methods of Administration
- Other provisions as agreed to be each party

The certification of these [cCenters](#) is done by the WDC. A certification team signs off on the certification and it is confirmed by the full WDC. WorkSource Everett was certified by the Council on February 24, 2000 and will be operating under a continuation through August 31, 2003. WorkSource Lynnwood was certified on March 24, 2002 and will be operating under a continuation through August 31, 2003.

### **III. WorkSource Service Strategies and WIA Program Design: Title I-B and Wagner-Peyser Strategies**

This section describes the overall service strategies of WorkSource and the program design and allocations of funds for WIA Title I-B. WorkSource services are designed to be universally available and supported by all partners and Wagner-Peyser funded activities.

WIA program funds are for core, intensive services, and training services. Some of the funds are used for supporting employer outreach and assistance.

#### A. Description of the Local WorkSource System

The local WorkSource system was established through two years of planning assisted by the One-Stop Implementation Grant from the State of Washington. All planning and development activities were consistent with state and federal guidelines. WorkSource is the name provided by the state for the one-stop delivery system. WorkSource Snohomish County represents a service delivery system that utilizes full-service WorkSource Centers, affiliate sites, and self-service sites. The local WorkSource system incorporates services to youth implemented by the Youth Council and WIA. A complete listing of all partner contributions to the WorkSource Centers is included in the Resource Sharing Agreements in Appendix 6. The following are the partnership principles adopted by WorkSource Snohomish County:

- Local partnerships are built upon trust, mutual benefit, and the shared belief that better service to customers is our shared priority.
- We believe that we can be more effective and produce more collectively and collaboratively than we can separately.
- We believe that by designing services that build on our collective strengths we can all benefit and serve our customers better.
- We agree on a service delivery system that is a win/win for everyone, and in doing so we agree to confer with each other within our network about our opportunities for new services or program opportunities.
- We will participate actively in activities that support the WorkSource Snohomish County Partnership.
- We agree to collectively work to meet our shared program outcomes.
- A model of integration is the preferred service delivery option.

Two WorkSource Centers have been established within Snohomish County based upon an analysis of the population, local demographics, and available resources. The two Centers selected were based upon these factors and through an application process. There is a center located in Everett, and operated by Washington State Employment Security Department, and located at the Everett Transit Station with transportation agencies and higher education institutions. WorkSource Everett houses 11 agencies through a combination of both mandatory and non-mandatory partners.

The WorkSource Lynnwood Center is operated by the Washington State Department of Social and Health Services and is co-located with the Alderwood Community Service Office. The Center houses 9 different partners.

Certification of both Centers was completed by business and labor representatives from the WDC during the months of February 2000 (Everett) and March 2000 (Lynnwood). MOU's, Resource Sharing Agreements, and Data Sharing Agreements have been extended for each site. Each site was provided with implementation grant funds to support the infrastructure changes needed to become operational.

The WorkSource Snohomish County system includes two targeted affiliate sites. There is one targeted affiliate site, the WorkSource Aerospace Center, located at Paine Field. This facility focuses on the delivery of services to workers dislocated by The Boeing Company. There are 8 partner agencies involved in the delivery of these services. Sunrise Services, dba Community Trades and Careers, serves as the site operator. There is also a targeted affiliate site, the WorkSource Youth Center, located two blocks from WorkSource Everett. This site, operated by the Center for Career Alternatives, provides WIA out-of-school youth program services as well as additional educational, work readiness, and supportive services through its 8 partners.

The WorkSource Snohomish County system also includes both self-service sites and enhanced self-service sites. There are five self-service sites that have been selected and developed through the WDC's involvement in a Young Offender Initiative Demonstration Grant effort, Project REACH. These sites serve as portals to the WorkSource system for court-involved youth and young adults who reside throughout Snohomish County. Additionally, there is an enhanced self-service site, WorkSource Sky Valley, operated by DSHS in Monroe. An additional enhanced self-service site operator will be selected to operate a site in north Snohomish County.

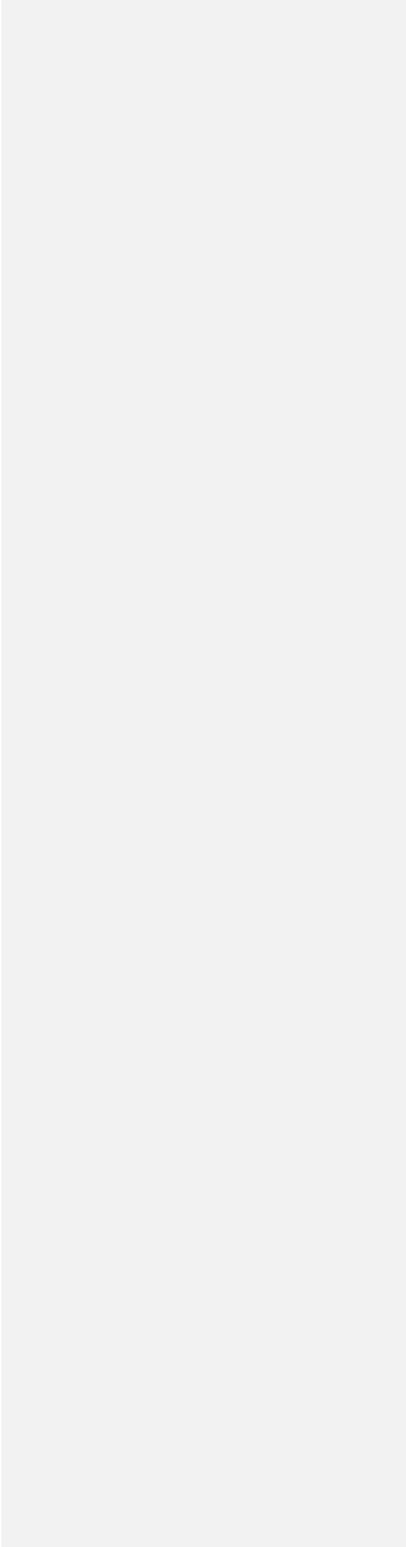
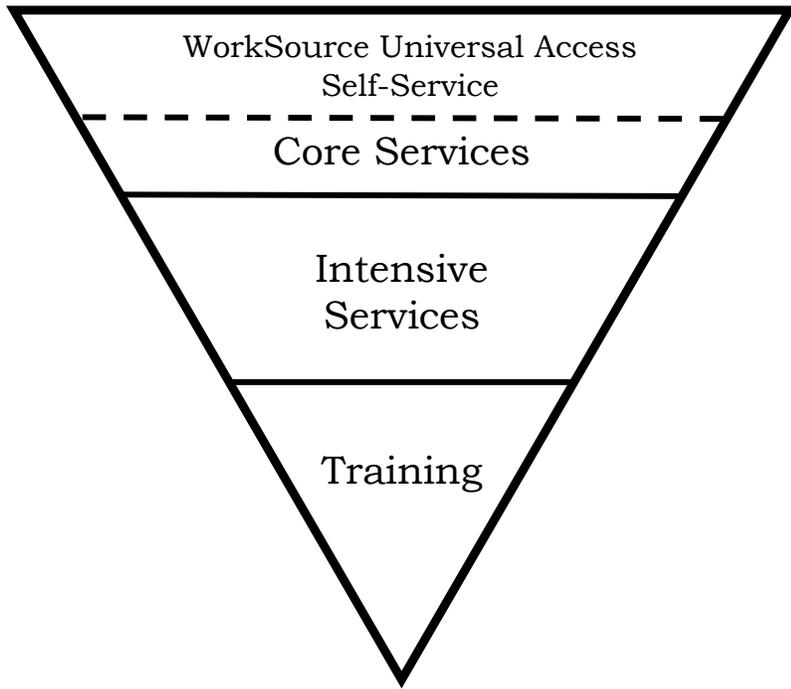
## **B. Description of Job Seeker and Youth Services**

### **1. and 2. Adult Programs**

For adults, there are three levels of services represented by the chart below. Most adult WorkSource clients register for core services. A client is registered when s/he receive significant staff assisted services consistent with WDC policy. Those who need additional services beyond core services are eligible to receive intensive services. Those who are unable to obtain employment through three intensive services are eligible for training services.

Training services include both individualized services through Individual Training Accounts (ITA) as well as services customize for an industry-based labor need. The WDC funds training through both ITAs and customized training.

A description of core, intensive, and training services follows:



a) **Core services** are available to the general population without regard to income.

Clients receive electronic access to available core services without regard to eligibility or requirement to register. Meditated core services that require an intervention by a WorkSource staff person, are also universally accessible to the general public.

b) **Intensive services** may not be provided to an adult (18 yrs or older) or a dislocated worker without their indicating first having received a core service and having documented the need for additional assistance in order to become employed. There is no minimum time period required for participation in core services before receiving intensive services funded under a WIA Title I-B Adult.

The WDC has established eligibility and registration policies for both the WIA Title I-B Adult and Dislocated Worker Programs as well as eligibility for levels of service. Being "eligible to receive" does not entitle one to receive WIA Title I-B intensive and/or training services.

c) **Training services** may not be provided to an adult who has not received at least three intensive services and has a documentable need for additional services to become employed or to retain employment in order to meet standards of "self-sufficiency." The case file must document the determination of need, and contain an Individual Employment Plan (IEP) plan which outlines a comprehensive assessment and other intensive services received. While there may be many different sources of funding to assist a client with the pursuit of training, priority for access to WIA Adult Program funds must be given to (1) veterans who meet the federal definition of low-income, (2) public assistance recipients and other individuals who meet the federal definition of low-income, (3) veterans who are who are otherwise eligible, (4) individuals who meet the state, but not the federal definition of low-income, and (5) individuals who are not low-income but are otherwise eligible. Priority for access to WIA Dislocated Worker Program funds must be given to eligible veterans. WDC has determined that training support can be provided to other individuals and has issued a written policy to operators regarding training to additional groups. WIA funding for training can only be used as a source of last resort alone or in combination with other funds of last resort, where there is no other grant assistance available to pay for training.

Clients being referred to training must have the skills and abilities to complete the selected course of training. The training must be linked to the employment opportunities in the local area or in another area to which the client is willing to relocate and there is documentable labor market demand, consistent with WDC policy.

A summary of core, intensive, and training services is provided in Appendix 7.

The majority of funding is used for operating an integrated system through WorkSource Snohomish County

All providers of adult services must demonstrate integration with the WorkSource system. Greater integration and efficiency of services receives higher priority funding. Providers that link programs and leverage services are favored funding recipients.

### 3. Youth Programs

The WDC funds two separate WIA Title I-B youth programs. These programs exist within the framework of the vision, mission, goals, and comprehensive set of objectives adopted by the WDC's Youth Council. The **vision** of the Snohomish County Youth Council is to *maximize the potential of youth to achieve their aspirations, find fulfilling employment opportunities, and become proactive citizens of Snohomish County.*

The Youth Council's **mission** is to *advocate for youth to ensure that they are valued by their community, have access to comprehensive services, and are able to improve leadership and employment skills for a future of life-long learning and work.*

One of the primary **goals** of the Snohomish County WDC and its Youth Council is to *develop an integrated one-stop system that:*

- is employer-driven and responsive to future labor market needs;
- includes the development of an integrated career system among all partners in the workforce, youth development and education fields;
- has built in capacity for continuous improvement;
- creates alignment between the needs of employers and the supply of available workers;
- links closely with school-to-work activities and career and vocational development programs.

Within this context, the Youth Council's **objectives** are to:

- (1) keep students in school and reengage dropout youth through an applied learning curriculum that focuses on foundation skills, life, and support skills;
- (2) provide eligible youth a focused and effective program to attain appropriate educational and occupational credentials;
- (3) secure employment and necessary support services; and

- (4) develop a comprehensive, coordinated youth service strategy for targeted in-school and out-of-school youth.

The Snohomish County WDC's Youth Council expanded upon the WDC's strategic planning process through which the following program **design features** that advance these objectives were identified:

- focusing in-school resources at critical junctures, i.e. 8<sup>th</sup> to 9<sup>th</sup> grade transition;
- focusing out-of-school resources to meet the needs of youth who are homeless or in transitional housing at critical junctures such as the point of transition from foster care to independent living;
- requiring programs to demonstrate the capacity to leverage and sustain resources which support Workforce Investment Act Title I-B youth program funding, vision, goals, and objectives; and
- providing hands on experiential training in areas of job growth and ensuring high quality business engagement in youth programs.

Within this context, the overall goal for the in-school youth program is to assist 14-18 year old in-school youth who are eligible for services under Title I-B of WIA measurably enhance their work readiness, occupational, and academic skills; achieve occupational and/or educational credentials; and embark upon a 13<sup>th</sup> year personal and career development plan. Services are designed and delivered within a holistic context that maintains focus on, and is relevant to, career development, educational attainment, and embarking on a life of responsible community involvement. This is accomplished through the implementation of a variety of youth development strategies that are coordinated with the efforts of secondary and postsecondary educational institutions, WorkSource Snohomish County, and other youth serving agencies throughout the County.

For the purposes of programming this means:

- ✓ Providing services that ensure youth remain, and succeed, in school;
- ✓ Providing high quality career counseling that helps youth match their interests, aptitudes, and values to existing and emerging labor market needs;
- ✓ Creating effective connections to local employers;
- ✓ Developing meaningful connections between academic and occupational learning, classroom learning and work-based experiences;
- ✓ Linking youth to postsecondary educational opportunities;
- ✓ Linking youth to other 13<sup>th</sup> year options such as streams of service, apprenticeship programs, the military, and employment; and
- ✓ Providing activities and comprehensive services that support holistic youth development.

The following youth program delivery areas are **emphasized**:

- ✓ Focus on intensive year-round, multi-year programming resulting in long term outcomes;
- ✓ Utilization of WIA funded services to support school district goals and services being delivered to youth who scored below standard in reading and/or mathematics on the Washington Assessment of Student Learning (WASL) tests administered during the 7<sup>th</sup> and 10<sup>th</sup> grades;
- ✓ Focus on academic achievement, alignment with state education requirements, and postsecondary readiness;
- ✓ Increased coordination with WorkSource Snohomish County and other Snohomish County youth serving agencies and systems to ensure delivery of high quality workforce investment services and holistic developmental services;
- ✓ Integration of WorkSource Snohomish County employer and labor market information into career planning, 13<sup>th</sup> year plan development, and job search;
- ✓ Delivery of 10 specific program elements; and
- ✓ Provision of twelve months of follow up for all youth following program exit.

The in-school youth program serves the Lakewood and Arlington School Districts and is operated by the Lakewood School District. On a transitional basis, the WDC is also funding the continuation of in-school youth programs operated by the Edmonds School District, the Center for Career Alternatives, and Washington State Employment Security Department.

The overall goal for the provision of funds for the out-of-school youth program is to assist 14-21 year old youth who have dropped out of school and are eligible for services under Title I-B of WIA measurably enhance their work readiness, occupational, and academic skills; achieve occupational and/or educational credentials; and embark upon a 13<sup>th</sup> year personal and career development plan. Services are focused on meeting the needs of 14-18 year old youth and designed and delivered within a holistic context that maintains focus on, and is relevant to, career development, educational attainment, and embarking on a life of responsible community involvement. This is accomplished through the implementation of a variety of youth development strategies that are coordinated with the efforts of secondary and postsecondary educational institutions, WorkSource Snohomish County, and other youth serving agencies throughout the County.

For the purposes of programming this means:

- ✓ Providing services that ensure youth return to, and succeed, in school;
- ✓ Providing high quality career counseling that helps youth match their interests, aptitudes, and values to existing and emerging labor market needs;
- ✓ Creating effective connections to local employers;
- ✓ Developing meaningful connections between academic and occupational learning, classroom learning and work-based experiences;
- ✓ Linking youth to postsecondary educational opportunities;
- ✓ Linking youth to other 13<sup>th</sup> year options such as streams of service, apprenticeship programs, the military, and employment; and
- ✓ Providing activities and comprehensive services that support holistic youth development.

The following youth program delivery areas are **emphasized**:

- ✓ Focus on intensive year-round, multi-year programming resulting in long term outcomes;
- ✓ Utilization of WIA funded services to support a wide array of services being delivered to youth who have dropped out of school;
- ✓ Focus on helping youth obtain an appropriate secondary credential and transition to postsecondary education or training;
- ✓ Increased coordination with WorkSource Snohomish County and other Snohomish County youth serving agencies and systems to ensure delivery of high quality workforce investment services and holistic developmental services;
- ✓ Integration of WorkSource Snohomish County employer and labor market information into career planning, 13<sup>th</sup> year plan development, and job search;
- ✓ Delivery of 10 specific program elements; and
- ✓ Provision of twelve months of follow up for all youth following program exit.

The out-of-school youth program is operated by the Center for Career Alternatives through the WorkSource Youth Center.

### C. Business Services

For business, the WorkSource system offers a single point of contact for information and assistance with related services such as Worker Adjustment Retraining Notification (WARN), [Rapid Response](#), unemployment insurance, Trade Act training dollars, National Emergency Grants, and coordination with other core and intensive services funded outside of WIA I-B. Specific business services are described below.

**Rapid Response Services:** The WDC coordinates [Rapid Response](#) local activity with the statewide [Rapid Response](#) efforts, consistent with the WDC's and [State Rapid Response Policies](#). Rapid Response activity is designed to coordinate transitional services, at the earliest point possible, for employers and workers affected by mass layoff or plant closure. This activity is triggered by a WARN notice received by the Washington [State](#) Employment Security Department in Olympia.

Actual services provided may vary, depending on the size of layoff and interest from vested parties. Commonly, an initial meeting is set up to between vested parties that may include company management; company personnel; union representatives, if applicable; labor council representatives, and, if the closure is sizable; Employment Security; WDC (as the WIA administrative entity); and Trade Act staff, if applicable. Coordination of Unemployment Insurance and any targeted UI-like benefits are discussed.

A service strategy plan is initiated that includes an employee survey that is used to obtain a profile of the workers being laid off. The surveys are tabulated to determine what type and level of services will be needed to effectively return the affected workers to work at a targeted wage recovery rate. Based upon experience of follow through ratios and other factors, once the type and level of services are determined, an assessment of the current

capacity of the system is conducted to determine if the system can handle the service needs. If the current system can handle to need, local Rapid Response staff coordinates these services. If the current system cannot handle the need, a request is put forth to access set aside dollars for services or when there is a large demand, a request for a National Emergency Grant may be initiated.

**Apprenticeship Services:** The Snohomish County WDC works with the Washington State Apprenticeship Council, unions, and partners to expand access to apprenticeship programs within Snohomish County, and create a means for entrance to apprenticeship programs. The WDC coordinates ways to educate parents, educators and students on available opportunities locally. Strong emphasis is placed on recruiting minorities and women for non-traditional labor areas and creating support systems that encourage their continuing participation.

The Workforce Development Council works with the local apprenticeship community by distributing information about apprenticeship programs through the WorkSource system supporting infrastructure and referral to additional training for job seekers to meet the minimum qualifications for various apprenticeships.

**Other Business Services:** The Partnership workgroup focusing on business services developed an initial marketing strategy and proposal for business services which was presented to a business focus group of private sector businesses. These recommendations are outlined below. The plan has been accepted. The WDC is currently developing accountability measures for the various parts of the plan.

The Plan is based on the following assumptions:

- ❑ Businesses should not have to call more than one place to get an effective response from the entire system.
- ❑ We all agree we want to provide a system-wide, seamless, and unified response to business.
- ❑ We also agree we would like to provide the highest level of quality services possible.
- ❑ We want to provide exceptional response time.
- ❑ We want to be a business' first choice for service, not its last choice.
- ❑ We want a marketing strategy for how we serve business rather than a system that is simply reactive.
- ❑ We want to be responsive to the things business says it wants.

Strategies have been developed which consider the priorities outlined above. The first strategy is to consider levels of service for business. Not all businesses use the system equally. And with limited resources, we need to nurture those businesses with which we intend to build and maintain a relationship within specific industry clusters targeted by the WDC, the Economic Development Council of Snohomish County, local initiatives of higher education, and other stakeholders for development. We have specific strategies for the services to be provided at each level. The highest level of service incorporates some fee-for-service activities.

The three levels of service are categorized to reflect our need to provide core, intensive and enhanced service offerings. Strategies for each service level are outlined below:

<i>Core</i>	<i>Intensive</i>	<i>Enhanced</i>
Unmediated listing of job orders - throughout partnership, on job board, electronic posting; job seekers have direct access	Mediated listing of job orders, matching against database with a profile within 24 hours; job seekers only have screened access.	Screened referrals to listing, active follow-up on referrals, if insufficient clients will conduct active recruitment effort
Employer can directly access client pool electronically	Recruitment assistance; use of centers for mass recruitment, interviewing; prescreening of applications and resumes against employer-specified criteria	Testing, advertising, targeted recruitment, customized training, criminal background checks, reference verification
Access to printed and electronic labor market information, tax information, announcements about upcoming seminars /workshops	Use of business center within each WorkSource <u>Center</u> for training activities, seminars, meetings	Human Resources assistance, employment law assistance, retention services, employee advisory services
	Provision of comparative labor market data	Economic development Assistance, loan packaging, business planning, First Source or exclusive Hiring Agreements, tax counseling

**(a) Marketing Strategy**

- ❑ Current labor market data and sectoral analyses for Snohomish County are incorporated with customized reports.
- ❑ Analyze specific business use of the system to identify those who are using the system and have had success with it.
- ❑ Compare industry clusters for number of openings against SKIES data on job seekers within those industry clusters.
- ❑ Target industry clusters that have openings in the areas where we have an existing large number of job seekers.
- ❑ Target industry clusters for outreach and development: jobs with good wages, jobs with high client pool matches, high skill- high wage jobs, growth industry jobs, employers who are frequent users of the system, jobs that offer benefits

and upward progression opportunities, businesses with on-site training potential, etc.

- As business that meet target criteria are identified or enter the system, Account Executives focus on them as businesses for which we wish to develop an intensive- to enhanced-level relationship and actively seek to develop that account.

**(b) Industry-Focused On-the-Job and Customized Training Requests**

The WorkSource system solicits requests from business for industry-focused customized and on-to-job training activities that can be offered to address a lack of available job seekers.

The following industry clusters have been identified by the Snohomish County Workforce Development Council and the Economic Development Council of Snohomish County as key clusters in need of skilled workers. These are the sectors where demand occupations currently exist. These sectors are also expected to continue experiencing a lack of trained and qualified workers.

- Avionics/Aerospace Manufacturing
- Pulp and Paper Manufacturing
- Other Manufacturing
- Biotechnical/Biomedical Research and Development
- Health Care
- Tourism/Hospitality
- Retail
- Building and Construction Crafts and Trades
- Education
- Government
- Business Services

The WDC pays particular attention to proposals designed to meet the needs of these sectors. The WDC also considers other sectors experiencing unmet needs in high-demand occupations for which the bidder documents the level of demand and provides information specific to a targeted business or businesses needing assistance. Such proposals are judged based on the relative strength of the documentation and level of commitment by participating business(es).

The WDC seeks industry focused training for one or both of the following groups of individuals.

1. **New Employees** - New employee training is provided to job seekers screened and selected from the general population of job applicants. These business(es) must also assure that once trained, these individuals will become employees who enter into jobs at a wage above the wage paid to other new employees having similar qualifications who do not receive this training hired into the same or similar positions.

New employee training can utilize business-specific recruitment and screening tools before, during, and as condition of completion of training but the business must make a commitment to employ all individuals who successfully complete training. In the case of a group of businesses, the participating businesses need to select those individuals they plan to hire prior to the start of training.

2. **Existing Employees** - Existing employee training is provided to pre-identified employees of the participating business(es).

To provide upgrade training that results in a wage increase at the successful completion of training, the business(es) must assure the WDC that promotional opportunities are available for successful completers. Proposals that further assure that such promotional opportunities will result in vacated positions that will also be filled will receive favorable consideration.

To provide retraining that does not result in a wage increase at the successful completion of training, the business(es) must assure the WDC that:

- (a) retraining is required to prevent the dislocation of those individuals selected for training, **and**
- (b) that there are insufficient resources available for the company to conduct its own training, **and**
- (c) the training will make the company more competitive within the industry.

Regardless of the target population selected, each individual trainee must meet the eligibility requirements for either the WIA Title I-B Adult or Dislocated Worker Program.

The WDC procures two types of industry-focused training, **Customized Training** and **On-the-Job Training**.

Customized Training can be made available to both groups of individuals identified above. On-the-Job Training is only available to individuals who are selected for training prior to initial hire date by the participating business and begin training and employment simultaneously.

**Customized Training** is structured skills training that can be provided in the classroom, at the worksite, or in both settings following a set curriculum that has been specifically designed to business specifications and is not a pre-existing course or program designed to develop general occupational skills. Such training may incorporate instruction in workplace basics as well as occupational and sector specific skills. Workplace basics may include reading, computation, writing, workplace ethics, critical thinking, problem-solving, team building, and oral communication skills including vocational English-as-a-second language.

The participating business must provide a dollar-for-dollar cash and/or in-kind match during the course of training. Such training must be above and beyond any training normally provided by the business(es) to new employees. Participating business(es) must commit to hiring 100% of successful completers of the training.

**On-the-Job Training** is structured training that is provided at the worksite to individuals who start training and employment as employees of the business simultaneously. Such training is designed and delivered by the business and is training above and beyond that which is normally provided by the business to new employees. The business must pay the employee who receives on-the-job training a wage that is equal to that paid to other employees in the same or similar position throughout the course of training. The business will be reimbursed for the extraordinary cost of training each new employee at a rate up to 50% of the wages paid to that employee for a pre-specified period of time. The business must commit to retaining employees who successfully complete on-the-job training.

Active participation from participating business(es) must be demonstrated in all aspects of the training plan, including recruitment and selection of trainees, development of curriculum and training materials, implementation of the training, and the monitoring and evaluation of the trainees and overall results.

The WDC also requires that every dollar of federal funds dedicated to customized training be matched with a dollar of contribution from the business(es) during the course of training. This match may be either cash or in-kind. In-kind match can include but is not limited to:

- The current fair market value of donated equipment.
- The rental value of loaned equipment.
- The value of donated time of company employees when involved in training.
- The fair market value of company space when used in training.
- Company supplies and materials expended through training.
- Company offered support for training participation such as child care and/or transportation assistance

In-kind match requires documentation that demonstrates the fair market value of the proposed support and the method of calculating its value to the customized training provided. Each business is required to document all expenditures, whether cash or in-kind, that are claimed as part of its match. Businesses that demonstrate a greater commitment to customized training through high-quality match contributions are given strong consideration.

(e) For on-the-job training, the WDC requires that job seekers are hired by a participating business at the start of training. As noted above, the WDC utilizes federal funds to reimburse the business up to 50% of the wages paid to the individual receiving training for the extraordinary cost of providing that training for a pre-specified period of time.

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## **(e)(c) Single Point of Contact**

The Business Services Team provides a single point of contact for business with the entire WorkSource system. This access point allows any employer to access the entire system through either one direct phone call. No matter where a business makes contact with the system, the contact is channeled to the same point of coordination and receives a localized response. The system uses Account Executives to provide the enhanced level of services and specialize in industry specific areas; getting to know those industries and employers exceptionally well. The Account Executives work closely together to coordinate the outreach activities, the assignment of industry clusters, and the sharing of information throughout the entire system. Requests that come in for specific recruitment assistance in various parts of the county generate a localized response from the team.

### **D. Wagner-Peyser Act Services**

Wagner-Peyser Act services are those activities provided by WorkSource Employment Security Department, funded by the Department of Labor, to provide for employment assistance. These activities include: assisting job seekers with finding employment, assisting employers with filling jobs, facilitating the matching of job seekers with available job openings, participating in a system of clearing jobs between state agencies, and providing for the work test requirements associated with the unemployment insurance system. Services to both job seekers and employers through the Wagner-Peyser Act are integrated into the WorkSource system and are seamless in their delivery.

WorkSource Employment Security Department fully integrates Wagner-Peyser activities within the WorkSource system. All of the services funded under this program are offered through the WorkSource Everett and Lynnwood Centers. These services are integrated within the WorkSource system design described earlier and provide primarily core and limited intensive services to both job seekers and employers. Core services are both self-service and staff assisted, with a heavy emphasis on electronic and informational resources. The local web site offers a full array of electronic access information and enables interested parties in signing up for more intensive offerings. Within each Center, there are job postings for unmediated job listings as well as access to those jobs that require mediated services. There information stations which provide hard copy information on community resources and self-help guides to job search. In addition, there are staff in each lobby who provide concierge service to people seeking assistance as well as quick and easy facilitation to logical service connections. Each service offered within the Centers is intended to be offered through as many means as possible to address the individual needs of the individual that it serves. For example, Center orientations are contained in a CD Rom video presentation available at any computer in resource rooms. Orientations can also be accessed through a group process. For certain individual for whom these prior two services will not adequately meet their needs, a one-on-one orientation can be provided.

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A summary of the centers' services by mode of delivery is provided below:

**A MATRIX FOR CLIENT FLOW THROUGH A TRIAGE SYSTEM**

	<b>CORE</b>	<b>INTENSIVE</b>	<b>ENHANCED</b>
<b>SELF-SERVICE</b>	<p><b>Eligibility for title/service:</b> (electronically or printed information station)  <b>Outreach, intake &amp; orientation</b> (cd rom, electronic access, or printed information)  <b>Initial assessment</b> (service option menu – printed or electronic)  <b>Job search and placement assistance</b> (self-service choices on web site, job board, or in resource room, core workshops)  <b>Provision for employment statistics</b> (printed LMI, access in resource rooms and web site)  <b>Job Vacancy listings</b> (web site access to jobs, and job board, center bulletin boards)  <b>Performance information</b> (consumer reports through web site, printed version available on site)  <b>Labor Market Information (LMI)</b> – (web site, printed LMI material at info station)  <b>Information on Support Services</b> (info on web site, and printed sheets at information station)  <b>Information for filing for UI</b> (self-service kiosks, web site link)</p>	<p><b>Comprehensive assessment</b> available as self-service for ABE, interest inventories, CAPS, COPS, COPEs, WOIS</p>	<p>Myers-Briggs  Sigi Plus  On-line classes and tutorials</p>
<b>GROUP</b>	<p><b>Eligibility for title/service</b> (reviewed in group orientations, or specific program intake sessions)  <b>Initial assessment</b> (core module)  <b>Job search and placement assistance</b> (core module)  <b>Provision for employment statistics</b> (core module)  <b>Job Vacancy Listings</b> (overview in orientation module)  <b>Performance information</b> (overview in orientation module)  <b>Labor Market Information (LMI)</b> (overview in orientation module)  <b>Information on Support Service</b> (Orientation module, and individual program intake sessions)  <b>Information for filing for UI</b> (overview in orientation module)  <b>Follow-up</b> –core services modules</p>	<p><b>Intensive modules in cCenters</b>  <b>Pre-vocational classes and job readiness workshops</b>  <b>Program specific group sessions</b></p>	<p>Classroom training  Customized training</p>
<b>ONE-ON-ONE</b>	<p><b>Eligibility for title/service-</b> individual intake  <b>Outreach, intake, orientation</b> – individual intake  <b>Initial assessment</b> – individual intake  <b>Job Search and placement assistance</b> – specific program staff services, employment team  <b>Provision of employment statistics and LMI</b> – overviewed in specific program meetings with staff  <b>Job vacancy listings</b> – Overviewed with specific program staff  <b>Performance information</b> – specific program staff  <b>Support services</b> – specific program staff and community resources staff in cCenters  <b>Information on UI</b> – Greeters  <b>Follow-up</b> – specific program staff activity, employment team</p>	<p><b>Individual counseling, case management, employability planning, in-depth career planning</b> available through specific program staff, individualized job development through employment team as appropriate</p>	<p><b>Case managers and individual program staff provide assistance with OJT, GED, ESL, customized training, entrepreneurial training, job readiness training</b></p> <p><b>Skill upgrading and retraining assistance and follow-up</b> through individual program staff, coordinated with business services</p>

Activities provided within this model are conducted through an integrated model. Employment Security staff funded through Wagner-Peyser funds work with other partner staff in teams which are aligned by function, not program. These teams; core, intensive, and special program/training services; work out both the categorical program responsibilities and shared generic WorkSource activities as a group. Each takes a share of the generic responsibilities and still conducts the core services associated with her/his own program. With a fully integrated model, there is very little duplication of effort. Staff share case management responsibilities and use common client files. Data Sharing Agreements allow partner agencies to use SKIES to commonly log client services being provided and further avoid duplication of effort and consistency of support across providers.

The Partnership has chosen to adopt the **Claimant Placement Program (CPP)**/Worker Profiling core module series 1 through 6 as the core modules for the entire local WorkSource system. Partner staff are certified in providing this training by a CPP trainer and join with Employment Security staff in providing these modules on a constant weekly basis. Claimants who receive these services are further provided with a structured work search review and assigned a CPP staff person.

#### **E. Initiatives to Address the Needs of Target Populations**

**People with Disabilities:** Services to people of disabilities is an arena of service delivery that continues to evolve. The Partnership developed a cross agency Accessibility Work Group, which developed a set of recommended services and resource accommodations for each [Center](#).

The WDC and WorkSource Snohomish County partners have launched its Advancement through Customized and Comprehensive Employment Services in Snohomish County (ACCESS) Initiative designed to continue the work of the Accessibility Work Group for ensuring that there is universal access to the system's services for people with disabilities through the following three pronged approach which is funded, in part, with Department of Labor Work Incentive Grant funds provided to the WDC through a national direct grant:

**Staff Services** that include providing staff training and follow up which builds upon the training provided by the Washington Workforce Association through its Work Incentive Grant WELCOME Program on enhancing access to workforce development services for people with disabilities generally. Staff services also include training and follow up which build upon Washington Workforce Association and MAXIMUS training regarding the Ticket to Work program.

**Disability Community Services** that develop a comprehensive marketing and outreach strategy to addresses the needs of people with disabilities in our geographically challenging County, enhance system linkages within the disability community to ensure the availability and attractiveness of *WorkSource Snohomish County* services, enhance the Wagner-Peyser and Workforce Investment Act universal access services available to people with disabilities in

our center resource rooms, and enhance the Wagner-Peyser and Workforce Investment Act universal access services available on-line. Additionally, these disability community services will include additional supports for people with significant and most significant disabilities and their Vocational Rehabilitation Counselors and/or Community Independent Living Facilitators. These supports, too, will position our One-Stop system to provide Ticket to Work services.

**Business Services** that include enhancing outreach to the business community to ensure the availability of competitive jobs for people with disabilities and enhancing the services available to businesses to support the hiring and retention of people with disabilities.

The ACCESS Initiative Partnership is utilizing Work Incentive Grant funds to address the following needs:

- Hiring of a **Disability Program Navigator** who will provide a wide range of services described in 2.A., below, to the *WorkSource* Snohomish County system to address the staff, disability community, and business services needs described above.
- Under the direction of the **Site Administrator**, creation of a *WorkSource Transition Center* within our *WorkSource Everett Center* to offer customized and comprehensive employment services that support transition to an integrated setting for people with significant and most significant disabilities as defined in the DVR Order of Selection. The *Transition Center* will be specifically designed to facilitate the delivery of services by Vocational Rehabilitation Counselors and Community Independent Living Facilitators who will be able to work side-by-side with their clients on development of the skills needed to make a successful transition. The *Transition Center* will also serve as the implementation hub for the **Ticket to Work and Self-Sufficiency Program**.
- Under the direction of the **Initiative Director** as supported by a **Technology Planner**, creation and implementation of a comprehensive marketing and outreach strategy to addresses the needs of people with disabilities for center-based (physical One-Stop center) and on-line (virtual One-Stop center) services.
- Under the Direction of the **Initiative Director** who is also the WDC's **Director of Business Outreach**, mobilization of the *WorkSource Snohomish County Account Executive Team* to create and implement a comprehensive marketing and outreach strategy to the business community including the development of an *Employer Tool Kit* for businesses to support the hiring, retention, and advancement of people with disabilities.

**Veterans:** The WDC is developing policies for providing services to veterans through the *WorkSource* Snohomish County system consistent with the Jobs for Veterans Act.

The needs of multiple barrier veterans and recently separated veterans with military occupational specialties that are not readily transferable to the civilian workforce are case managed on a case-by-case basis. Services may include a combination of self-service, facilitated self-service, group services and/or referral to supportive services. Local Veterans' Employment Representatives (LVERs) and Disabled Veterans' Outreach Program (DVOP) specialists case manage those veterans with severe barriers to employment and in need of

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intensive one-on-one services. This is done irrespective of agency or program affiliation. In addition, LVERs and DVOPs act as liaisons to ensure that other WorkSource staff are aware of the particular needs and priorities of veterans.

All WorkSource staff serve veterans. The role of the Local Veterans Employment Representatives (LVERs) is to functionally supervise the providing of services to eligible Veterans and eligible persons, and to ensure that such services are provided accordance with the applicable provisions of Title 38, USC. They maintain regular contact with community leaders, employers, labor unions, training programs, and veterans' organization for the purpose of keeping them advised of eligible veterans and eligible persons available for employment and training. They also keep eligible veterans and eligible persons advised of opportunities for employment and training.

LVERs work closely with appropriate Department of Veterans Affairs personnel engaged in providing counseling or rehabilitation services under Title 38, USC, Chapter 31. They also coordinate with employers in identifying Disabled Veterans who have completed or are participating in vocational rehabilitation training and who are in need of employment.

The role of the Disabled Veterans Outreach Program (DVOP) specialists is to perform only those duties directly related to meeting the employment needs of eligible Veterans in accordance with Title 38, USC, and the special provisions contained in the Special Provisions of the DVOP/LVER Grant. DVOPs provide case management services to eligible veterans, including but not limited to, the development of outreach programs in cooperation with appropriate Department of Veterans' Affairs personnel engaged in providing counseling or rehabilitation services under Title 38, USC, Chapter 31. They also cooperate with educational institutions and employers in order to ensure maximum assistance to Disabled Veterans who have completed or are participating in vocational rehabilitation. They provide outstationed services at selective Transition Assistance Program (TAP) sites, including workshop facilitation and outreach activities. A DVOP provides outreach services (Transitional Assistance Program) at the Naval Station Everett (Smokey Point Facility) for Navy personnel about to leave the military and re-enter the civilian labor force.

An agreement has been developed to ensure coordination and avoid duplication at the WorkSource Center level. The WorkSource Snohomish County Partnership has also launched a Homeless Veterans' Reintegration Program, the VETS Initiative, with national direct funding from the Department of Labor.

Under this initiative, two HVRP Specialists will lead a team-based case management approach toward addressing the needs of homeless veterans for individual and tailored care in each of 12 separate key life domains critical to the successful reintegration of participating veterans into the labor force. These services will be focused on the attainment of employment, retention, wage progression, and, ultimately, self-sufficiency of each participating veteran.

**Agricultural Workers:** Snohomish County is not considered an agriculturally-significant community and does not receive funds to support Migrant and Seasonal Farmworker (MSFW) labor exchange activities. WorkSource Snohomish County **c**Centers coordinate with sites that have Wagner-Peyser MSFW staff and WIA 167 MSFW program offices to address the needs of individuals seeking seasonal agricultural employment, upgrade agricultural employment, our employment outside of agriculture as needed.

#### **F. Local Policies Influencing Program Operations**

The Snohomish County Workforce Development Council has developed local policies that further clarify **s**State and **f**Federal policies. Policies are consistent with **s**State and **f**Federal policies and are responsive to local conditions and needs.

All current WDC policies, as well as draft policies for which public comment is being accepted, are posted on the WDC's website at <http://www.snocowdc.org>. Policies which will be revised as soon as **s**State revisions are finalized include: Memorandum #01-01A, Adult Eligibility and Registration Policy, Memorandum #01-01D, Dislocated Worker Eligibility and Registration Policy, and memorandum #02-12, Rapid Response, we also anticipate revising Memorandum #02-11, Self-Sufficiency Standard.

#### **IV. Performance Accountability and Continuous Quality Improvement**

The Snohomish County Workforce Development Council utilizes **s**State and **f**Federal core measures of accountability to evaluate program effectiveness and make continuous quality improvements.

The Snohomish County WDC uses SKIES as the common data base. Data Sharing Agreements are in place which allow for non-ESD partner agencies to have direct access within the **c**Centers to this system.

Individual programs each have performance levels associated with them that are negotiated directly into each contract for service. Data on performance is collected according to those standards. Reports are made from that data to the WDC's Program Services Committee and Youth Council. Intervention is made if a program does not meet performance standards as outlined in the Contractual documents. Performance standards are based upon the **f**Federal core indicators to measure performance of workforce development programs.

The WorkSource Partnership is engaged in a significant continuous quality improvement (CQI) process. The Partnership has adopted Simply Better and develops annual benchmark improvement strategies based on the Baldrige criteria. The following principles were adopted by the Partnership to provide guidance in the design of services and for use with establishing continuous quality improvement goals:

## A. Guiding Principles For Designing WorkSource Snohomish County

- **Leadership:** WorkSource leaders will be personally involved in creating and sustaining values, setting direction, developing high performance expectations, and projecting a strong customer focus in ways that address the needs of all stakeholders customers, employees, partners, and the public. WorkSource leaders will ensure the creation of an effective leadership system with strategies and methods for ensuring that shared values, expectations, and purposes are communicated, reinforced and acted upon by managers, supportive of employee initiative, learning and creativity, and improved through self-examination.
- **Customer and Market Focus:** We gain information from customers about the value and importance they place on key services through every listening and learning strategy used. Data from complaints and feedback will be aggregated, evaluated, and used to improve services throughout the system. A comprehensive system using formal and informal methods will be used to evaluate and improve the customer relationship process.
- **Strategic Planning:** WorkSource partners will use customer driven quality and operational performance excellence as an integral part of planning. We will optimize the use of resources and ensure bridging between short-term and longer-term requirements that entail capital expenditures, training, and other investments. Our approach to planning and performance will be a comprehensive and well-defined process that strongly links goals and action steps. Managers, work units, staff, and partners will work together in turning strategies into action steps.
- **Information and Analysis:** WorkSource will use comprehensive, well-defined methods and processes for tracking customer flow and services. Data and information will be collected for all aspects of the organization. Key processes, outputs, and results, will be defined and measured. To insure that information and data meets users' needs, information from all different types of users will be gathered.
- **Process Management:** Requirements, expectations, and standards for key processes will be communicated throughout the entire WorkSource system. Management will maintain flexibility to be able to adapt quickly and effectively to changing customer and market requirements. Process improvement will be a part of the daily work of all WorkSource partners. Improvement processes will seek to eliminate problems at their source. Process improvement will be driven by shared purposes among partners.
- **Human Resource Development and Management:** Employees will be given meaningful opportunities to learn and practice new skills through education, training, and opportunities for continuing growth. Human resource development

will incorporate flexible high performance work practices. Initiative and self directed responsibility would be encouraged. Workforce training and development will be designed to meet the needs of a diverse workforce.

- **Business Results:** Business results will be guided by and balanced by the interests of all stakeholders, customers, employees, funders, contractors, partners, the public and the community. A balanced mix of performance measures will be used to communicate requirements, monitor performance, and generate support for improving results.

## V. Plan Development and Input Process

The Snohomish County Strategic and Operations Plans were developed with broad-based input from partners and providers and the Workforce Development Council and the Youth Council. The WorkSource Partnership comprises nearly 30 agencies and members that are invested in implementing the one-stop career development system. The WDC has 39 members and the Youth Council has 27 members. In all, over 100 citizens and agency professionals have had a role in shaping the plans, policies, and operational procedures.

The public input process for the initial five-year Operations Plan included hearings at the Everett Job Service Center and at the Alderwood Community Services Office on February 17 and February 10, 2000, respectively. The updated plan was disseminated via email and posted on the WDC's website at <http://www.snocowdc.org> on August 1, 2003 for a 30 day public comment period.

## **Appendix 1: Snohomish County Workforce Development Council Bylaws**

### **BYLAWS**

#### **OF**

### **SNOHOMISH COUNTY WORKFORCE DEVELOPMENT COUNCIL**

#### **A Nonprofit Corporation**

**Mission:** The Snohomish County Workforce Development Council is a nonprofit entity formed pursuant to the Workforce Investment Act (public Law 105-220, as amended) for the express purpose of creating and implementing an integrated employment and worker training system within and for Snohomish County. This system shall provide for universal access to enable job seekers to develop their careers, to enable employers to find skilled, qualified workers, and to enable our community to thus build and maintain economic health and vitality.

#### **ARTICLE 1. OFFICES**

The principal office of the Corporation shall be located at its principal place of business in Snohomish County or such other place as the Executive Committee of the Board of Directors may designate. The Corporation may have such other offices as the Board may designate or as the business of the Corporation may require from time to time.

#### **ARTICLE 2. MEMBERSHIP**

##### **2.1 No Members**

The Corporation shall have no members.

#### **ARTICLE 3. BOARD OF DIRECTORS**

##### **3.1 General Powers**

A Board of Directors ("Board") shall be responsible to establish the general policies and objectives of the Corporation. In addition, and without limiting the foregoing, the Board shall exclusively have the responsibility to review and approve the following matters:

- 3.1.1 Approve an annual budget in accordance with the Workforce Investment Act (WIA).
- 3.1.2 Approve budgets from non-WIA sources, if appropriate.
- 3.1.3 Approve the appointment of a President who will be the chief executive officer for the Corporation, as nominated by the Executive Committee.
- 3.1.4 Approve the appointment of certified public accountants to conduct the annual audit, as nominated by the Executive Committee.
- 3.1.5 Such other and further duties and responsibilities as are by law reserved to the Board.

### 3.2 Number

The board shall consist of not less than 20 and not more than 60 Directors. The number of Directors may be changed from time to time by amendment to these Bylaws, provided that no decrease in the number shall have the effect of shortening the term of any incumbent Director.

### 3.3 Election of Directors

#### 3.3.1 Initial Directors

The initial Directors named in the Articles of Incorporation as appointed by the County Executive and confirmed by the Governor of the [State](#) of Washington shall serve as the initial board of directors.

#### 3.3.2 Successor Directors

The County Executive shall appoint successor Directors consistent with state and federal requirements. Not more than one Director shall be appointed from any single (a) private or semi-private business entity or enterprise, (b) government or other public institution, department or agency, (c) public or private social or community service entity or agency or (d) organized labor entity.

### 3.4 Term of Office

Unless a Director dies, resigns or is removed, he or she shall hold office as a three-year staggered term or until his or her successor is appointed whichever is later. One third of the WDC shall be appointed each year for three-year terms. All regular terms begin on the first day of January and shall end on the last day of December.

### 3.5 Annual Meeting

The annual meeting of the Board shall be held during the month of April on a date chosen by the Chair of the Board for the purposes of transacting such business as may properly come before the meeting. If the annual meeting is not held on the date designated

therefore, the Board shall cause the meeting to be held as soon thereafter as may be convenient.

### **3.6 Regular Meetings**

By resolution, the Board may specify the date, time and place for holding regular meetings without other notice than such resolution.

### **3.7 Special Meetings**

Special meetings of the Board or any committee designated and appointed by the Board may be called by or at the written request of the Chair, President or Executive Committee, or in the case of a Standing Committee meeting, by the chair of such Standing Committee. Reasonable notice shall be given of such meetings, reflecting the urgency of the matter, the availability of a sufficient number of Directors for a quorum to be present and for adequate discussion and evaluation to take place, the length of time the caller of the meeting has known of the need for such meeting, and the amount of effort expended to give adequate and timely notice.

### **3.8 Meetings by Telephone/Electronic Means**

Directors of the Board or members of any committee may participate in a meeting of such Board or committee by means of a conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other at the same time. Participation by such means shall constitute presence in person in a meeting.

### **3.9 Place of Meetings**

All meetings shall be held at the principal office of the Corporation or at such other place as duly designated.

### **3.10 Quorum**

A number present of not less than one third (rounded up) of all duly appointed Directors in good standing and not on leave of absence shall constitute a quorum for transaction of business by the Board of Directors. Every act or decision done by a majority of Directors present at a meeting duly held at which a quorum is present shall be regarded as the act of the Board of Directors unless a greater number be required by law or by the Articles of Incorporation or by a Bylaw. Every meeting of every standing or temporary committee shall also attain a quorum of not less than one third (rounded up) of the members of said committee in order for such meeting to transact business and be deemed duly convened.

### **3.11 Resignation**

Any Director may resign at any time by delivering written notice to the Chair or President at the registered office of the Corporation, or by giving oral or written notice at any meeting of the Directors. Any such resignation shall take effect at the time specified therein, or if the time is not specified, upon delivery thereof and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

**3.12. Removal**

A Director may be removed from office, with or without cause, by the affirmative vote of a two-thirds majority of the Directors.

**3.13 Attendance**

A Director, upon request to the Executive Committee and for good cause shown, may be granted a Leave of Absence for a period of time not to exceed six months. A Director unable to attend a regularly scheduled meeting of the Board, or of any committee of which a Director is a member, shall notify the Chair of the Board, or of such committee, respectively, as much in advance of such absence as is reasonably possible, and with such notice and in such event shall be considered an excused absence from such meeting. Failure to provide such notice of absence more than three times in any twelve month period may be grounds for removal of such Director, unless said Director is on an approved Leave of Absence. A Director absent from four or more meetings of the Board or of any committee of which a Director is a member, whether or not excused, within any twelve month period shall be reported to the Executive Committee. A Director facing dismissal from the Board for excessive absences may in writing petition the Executive Committee for a waiver of the Corporation's attendance rules, and for good cause shown and upon such terms and conditions as seen fit by the Executive Committee to impose, said waiver may be granted in the individual circumstance. Notification as required above may be made to an identified designee of the Chair.

**3.14 Vacancies**

A vacancy in the position of Director shall be filled in the same manner as the original appointments and shall serve until the end of that term. A Director who fills a vacancy shall serve for the unexpired term of his or her predecessor in office.

**3.15 Board Committees**

**3.15.1 Standing or Temporary Committees**

Either the Board or the Executive Committee, by resolution adopted by a majority of the Directors in office or on the Executive Committee, as the case may be, may designate and appoint one or more standing or temporary committees, each of which shall consist of two or more Directors. No committee shall have the authority to: (a) amend, alter or repeal these Bylaws; (b) elect, appoint or remove any member of any other committee or any Director or officer of the Corporation; (c) amend the Articles of Incorporation; (d) adopt a plan of merger

or consolidation with another corporation; (e) authorize the sale, lease, or exchange of all or substantially all of the property and assets of the Corporation not in the ordinary course of business; (f) authorize the voluntary dissolution of the Corporation or revoke proceedings therefore; (g) adopt a plan for the distribution of the assets of the Corporation; (h) amend, alter or repeal any resolution of the Board which by its terms provides that it shall not be amended, altered or repealed by a committee; or (i) take any other action prohibited by law, the Articles of Incorporation, or these Bylaws. The designation and appointment of any such committee and the delegation thereto of authority shall not operate to relieve the Board or any individual Director of any responsibility imposed upon it, him or her by law.

#### 3.15.2 Executive Committee

The Executive Committee shall consist of the Chair and Vice Chair, the immediate past Chair, the heads of all Standing Committees, the Secretary/Treasurer and the Chair of the Youth Council. A Director representing the Snohomish County Executive's Office shall be a member of the Executive Committee. Additionally, to the extent not adequately represented by the individuals on the foregoing list, there shall be appointed additional Directors to serve on the Executive Committee until there is at least one Director from each of the following categories: (a) economic development, (b) partner representatives, (c) education, and (d) labor.

The Executive Committee shall evaluate the performance of the President on an annual basis and shall set the compensation level accordingly. The Executive Committee shall oversee personnel and financial matters of the Council and ensure that policies meet current fiduciary and legal standards. Except as limited by law, by the Articles of Incorporation or by these Bylaws, the Executive Committee shall conduct the business and manage the affairs of the Corporation, in accord with the policies and objectives generally established by the Board, and in so doing shall have the full power and authority of the Board.

#### 3.15.3 Quorum; Manner of Acting

A majority of the number of Directors comprising any committee shall constitute a quorum, and the act of a majority of the members of a committee present at a meeting at which a quorum is present shall be the act of the committee.

#### 3.15.4 Resignation

Any member of any committee may resign at any time by delivering written notice thereof to the Chair, the Secretary or the Chair of such committee, or by giving oral or written notice at any meeting of such committee. Any such resignation shall take effect at the time specified therein or, if the time is not specified, upon delivery thereof and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

### 3.16 Compensation

The Directors shall receive no compensation for their service as Directors, but may receive reimbursement for approved expenditures incurred on behalf of the Corporation.

## ARTICLE 4. OFFICERS

### 4.1 Number and Qualifications

The executive officers of the Corporation shall be a Chair and a Vice Chair (selected from among the private business members of the Council), a Secretary/Treasurer and such other officers as may be elected or appointed by the Board to hold office for such period, who shall have such authority and perform such duties as are provided in these Bylaws or as may be provided by resolution of the Board. The Board may assign any officer any additional title that the Board deems appropriate.

### 4.2 Election and Term of Office

The officers of the Corporation shall be elected by the Board. Unless an officer dies, resigns, or is removed from office, he or she shall hold office for a two-year term or until his or her successor is elected.

### 4.3 Resignation

Any officer may resign at any time by delivering written notice to the Chair, the Vice Chair, the President, or by giving oral or written notice at any meeting of the Board. Any such resignation shall take effect at the time specified therein or, if the time is not specified, upon delivery thereof and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

### 4.4 Removal

Any officer or agent elected or appointed by the Board may be removed by the affirmative vote of at least a two-thirds majority of the Board.

### 4.5 Vacancies

A vacancy in any office created by the death, resignation, removal, disqualification, creation of a new office or any other cause may be filled by the Board for the unexpired portion of the term or for a new term established by the Board.

### 4.6 Chair

The Chair shall be an officer of the Corporation, and shall preside at the meetings of the Board and of the Executive Committee. In general, the Chair shall perform all duties incident to the office of Chair and such other duties as are assigned to him or her by the Board from time to time.

**4.7 Vice Chair**

In the event of the absence of the Chair or his or her temporary inability to act, the Vice Chair shall perform the duties of the Chair, except as may be limited by resolution of the Board, with all the powers of and subject to all the restrictions on the Chair. The Vice Chair shall perform such other duties as from time to time may be assigned to him or her by the Chair or by the Board.

**4.8 President**

The President shall be the chief executive officer of the Corporation and shall be responsible for the day-to-day operations of the Corporation and shall have such duties as may be assigned to him or her by the Board. The President shall be an ex-officio, nonvoting member of the Board and of the Executive Committee. The President shall ensure that: (a) minutes of meetings of the Board are kept and any minutes which may be maintained by committees of the Board; (b) all notices are duly given in accordance with the provisions of these Bylaws or as required by law; (c) custody of the corporate records of the Corporation are kept safe; and, (d) records of the post office address of each Director and officer are maintained.

**4.9 Compensation**

Salaries of the President and compensation ranges of staff may be fixed from time to time by the Executive Committee.

**ARTICLE 5. ADMINISTRATIVE  
AND FINANCIAL PROVISIONS**

**5.1 Severability**

Any determination that any provision of these Bylaws is for any reason inapplicable, invalid, illegal, or otherwise ineffective shall not affect or invalidate any other provision of these bylaws.

**5.2 Books and Records**

The Corporation shall keep at its principal or registered office copies of its current Articles of Incorporation and Bylaws; correct and adequate records of accounts and finances, minutes of the proceedings of its Board and any minutes which may be maintained by

committees of the Board; records of the names and post office addresses of its officers and Directors, and such other records as may be necessary or advisable.

**5.3 Accounting Year**

Unless a different accounting year is at any time selected by the Board, the accounting year of the Corporation shall be the twelve months ending June 30.

**5.4 Rules of Procedure**

The rules of procedure at meetings of the Board and committees of the Board shall be rules contained in Robert's Rules of Order on Parliamentary Procedure, Newly Revised, so far as applicable and when not inconsistent with these Bylaws, the Articles of Incorporation or any resolution of the Board.

**ARTICLE 6. AMENDMENTS**

These Bylaws may be altered, amended or repealed and new Bylaws may be adopted by the two-thirds vote of the directors at any regular meeting or special meeting called for that purpose.

**ARTICLE 7. INDEMNIFICATION**

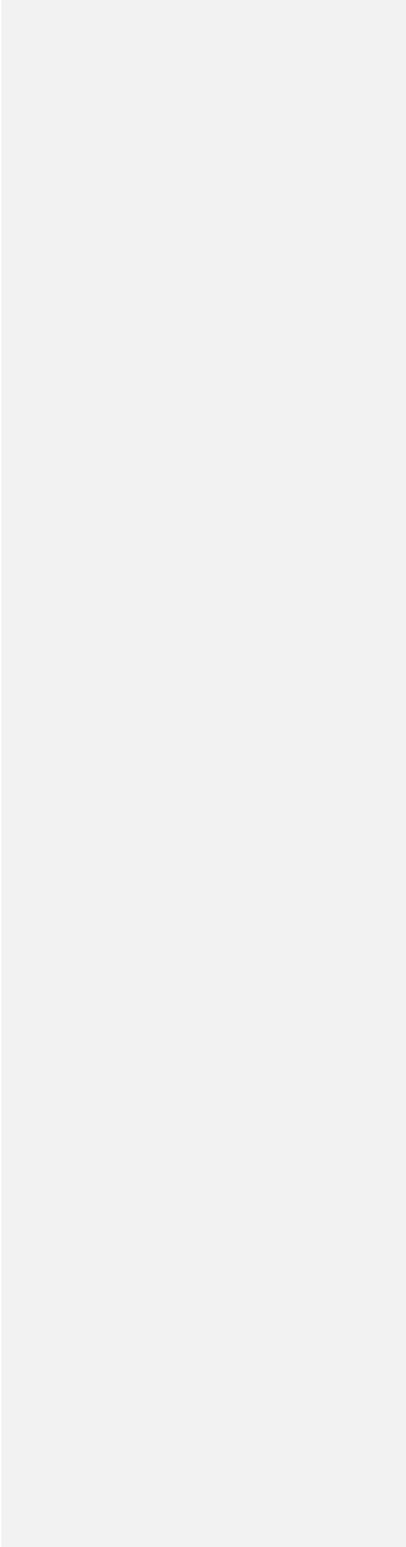
To the greatest extent permitted by applicable law, the Corporation shall indemnify and hold harmless any person who was or is a party, or is threatened to be made a party, to any civil, criminal, administrative or investigative action, suit or proceeding by reason of said person having been or now serving as a director or officer of the Corporation, against all expenses and costs incurred, including without limitation attorneys' fees, judgments, fines, penalties, costs and amounts paid in settlement and actually and reasonably incurred by said person in connection with, relating to or arising out of such action, suit or proceeding.

**ARTICLE 8. CONFLICTS OF INTEREST**

No employee, Director or Officer of the Corporation shall participate in any evaluation, perform work regarding or cast a vote with reference to any person, entity, program, thing, activity, object or goal as to which such employee, Director or Officer has a personal interest in or would personally benefit from any certain outcome of such evaluation, work or vote. Personal benefit includes any benefit to any member of the immediate family of such employee, Director or Officer. It is also a prohibited act for such person to attempt to influence the evaluation, work or vote of another person with regard to such matters. It shall be within the discretion of the Executive Committee, upon receipt of a full and timely written disclosure of the existence or apparent existence of such a conflict of interest, to waive such

conflict on behalf of the Corporation, either for the specific instance or generally, as the Executive Committee may in its discretion determine.

The foregoing Bylaws were originally adopted by the board of Directors on May 25, 2000, and revised effective the date shown above.



## Appendix 2: Youth Council Bylaws

### Operational Bylaws of the Youth Council for the Snohomish County Workforce Development Council

#### Article 1

#### **I. Establishment**

- 1.1 The Snohomish County Workforce Development Youth Council (“Youth Council”) is established as a subgroup and committee of the Snohomish County Workforce Development Council (“WDC”) under section 117(h) of the Workforce Investment Act of 1998, 29 U.S.C. 2801 et seq. (“the Act”)

#### Article 2

#### **II. Duties**

- 2.1 The Youth Council shall perform the following duties:
- A. Develop portions of the local plan relating to eligible youth, as determined by the chairperson of the WDC.
  - B. Subject to the approval of the WDC and consistent with section 123 of the Act:
    - i. recommend to the WDC eligible providers of youth activities to be awarded grants or contracts on a competitive basis to carry out youth activities,
    - ii. conduct oversight with respect to the eligible providers of youth activities in the local area.
  - C. Coordinate oversight with respect to the eligible providers of youth activities authorized under section 129 of the Act in the local area.
  - D. Perform other duties determined to be appropriate by the chairperson of the WDC.

#### Article 3

#### **III. Members of the Youth Council**

- 3.1 Members of the Youth Council shall be appointed by the voting members of the WDC Board of Directors in cooperation with the Chief Elected Official of Snohomish County.
- 3.2 Each member of the Youth Council shall have one (1) vote.
- 3.3 Membership of the Youth Council may include:
- A. Members of the WDC with special interest or expertise in youth policy;
  - B. Representatives of youth service agencies, including juvenile justice and local law enforcement agencies;

- C. Representatives of local public housing authorities;
  - D. Parents of eligible youth seeking assistance under the Act;
  - E. Individuals, including former participants, and representatives of organizations, that have experience relating to youth activities;
  - F. Representative of Job Corps and;
  - G. Other individuals as the chairperson of the WDC, in cooperation with the Chief Elected Official, determine to be appropriate.
- 3.4 Each Youth Council member shall be appointed for a two-year regular term, which, except for initial members, will begin on the first day of July and end on the last day of June. Members may repeat as many terms as the WDC shall determine.
- 3.5 One-half of the members shall be appointed each year for a regular two-year term.
- 3.6 Any vacancy in the membership shall be filled in the same manner as the original appointment, and the replacement shall serve until the end of the regular term of the vacancy.
- 3.7 The WDC Board of Directors in cooperation with the Chief Elected Official shall make initial appointments of Youth Council members for whatever length of term the WDC determines would best implement these procedures.
- 3.8 All members shall serve on a voluntary, non-salaried basis. The WDC may adopt policies for reimbursement of expenses such as parking.
- 3.9 A Youth Council member may miss a maximum of 1/3 of the total Youth Council meetings per year. Furthermore, absence of a Youth Council member from three (3) consecutive Youth Council meetings may cause termination of that member's appointment to the Youth Council. Special circumstances may warrant approval of an extended leave of absence by the Executive Committee. A Youth Council member may also be removed for any reason by a majority vote of the Executive Committee.
- 3.11 Any Youth Council member may resign by submitting a written notice to the Chairperson of the WDC or the Chairperson of the Youth Council.

Article 4

**IV. Conduct of Meetings**

- 4.1 Place of Meetings: All meetings of the Youth Council shall be held at sites within the State of Washington designated by the Youth Council Chairperson.
- 4.2 Notice of Meetings: Written notice of regular Youth Council meetings shall be posted on the WDC web site and delivered personally, telegraphed, or mailed/delivered electronically (e.g. fax, e-mail) to each member at the address shown on the records of the WDC at least three (3) days before the meeting. Notice shall be effective upon delivery at such address, provided that notice by mail shall also be deemed effective if deposited in the United States mail properly addressed with postage prepaid at least seven (7) days before the meeting, and notice by telegraph or mailgram or electronic means shall also be deemed effective if the content thereof is delivered to the telegraph company at three (3) days before the meeting. An agenda of business expected to be transacted shall be specified in the notice, except that this requirement shall not prevent the Youth Council from transacting other business at the meeting.

- 4.3 Meeting Business: The Youth Council is a recommending body. When voting on recommendations to be taken forward to the WDC Board or Executive Committee, all members present shall work towards consensus. If consensus cannot be reached both the majority and the minority recommendation will be taken forward.
- 4.4 Open Meetings: All meetings of the Youth Council shall be open to the public. Members of the public who chose to attend a Youth Council meeting will not participate in the meeting until asked to do so by the Council Chairperson. A minimum of 10 minutes will be set aside per meeting for public comment.
- 4.5 Name Tents: Name tents will be designated for Youth Council members, staff and guests. Members of the public who choose to attend a Youth Council meeting will not be designated a name tent.
- 4.6 Regular Meetings: The Youth Council shall meet a minimum of four (4) times each year.

#### Article 5

### **V. Chairperson and Facilitator of the Youth Council**

- 5.1 Chairperson: The Chairperson of the Youth Council shall be appointed by the WDC.
  - A. Term: The term of the Chairperson shall be two (2) years beginning on the first day of July and shall end on the last day of June. The Chairperson shall continue to hold that office until a replacement is appointed. Any vacancy shall be filled by appointment at the next regular Executive Committee meeting for the remainder of the unexpired term. A Chairperson may not serve more that two (2) consecutive full terms.
  - B. Duties: The Chairperson shall delegate such duties and responsibilities as are appropriate and as may be authorized by the WDC and the Youth Council. These duties shall include, but are not limited to:
    - i. bringing the meeting to order
    - ii. calling for votes on motions/action items
    - iii. adjourning the meeting
    - iv. appointing committees
  - C. Removal of Chairperson: Absence from two (2) consecutive Youth Council meetings during a calendar year may be cause for termination of the Chair's appointment by the WDC. A Chairperson may also be removed for any reason, by a majority vote of the WDC.
- 5.2 Facilitator: A Facilitator may be chosen by WDC staff to facilitate Youth Council meetings.

Article 6

**VI. Standards of Conduct; Prohibitions**

- 6.1 The Youth Council and each of its members shall comply with WIA, all applicable ~~s~~State and ~~f~~Federal regulations promulgated under WIA, and all applicable ~~s~~State and ~~f~~Federal statutes and regulations.
- A. Members of the Youth Council may not:
1. vote on a matter under consideration by the Youth Council -
    - a. regarding the provision of services by such member or an entity that such member represents; or
    - b. that would provide direct financial benefit to such member of the immediate family of said member; or
  2. engage in any other activity determined by the WDC to constitute a conflict of interest or specified in WDC policies and procedures or by the Governor to constitute a conflict of interest as specified in the ~~s~~State plan.

Article 7

**VII. Committees**

- 7.1 Committees: The Chairperson may convene special committees as necessary. Appointments by the Chairperson may be made from among the current members if appropriate or from outside sources to ensure needed expertise. Such members shall enjoy the rights of committee membership.
- 7.2 Committees shall consist of three (3) or more of the appointed Committee members present.

Article 8

**VIII. Amendment of Bylaws**

- 8.1 These Bylaws may be amended at any regular meeting of the WDC by a majority vote of the members present, provided that they have been reviewed and approved by appropriate members of County government.
- 8.2 An amendment to the Bylaws shall take effect immediately upon its adoption unless the motion to adopt specifies another time for its becoming effective, or the WDC has set such a time by a previously adopted motion.

Article 9

**IX. Parliamentary Authority**

**Robert's Rules of Order** shall govern the conduct of the meetings of the Youth Council in all cases to which they are applicable and in which they do not conflict with these Bylaws and any special rules of order the Council may adopt.

The forgoing Youth Council Bylaws were adopted by the Snohomish County Workforce Development Council on [April 10, 2003](#)~~date~~.

## Appendix 3: Members of the WDC

### *Snohomish County Workforce Development Council*

<i>Name, Title, Organization</i>	<i>Contact Information</i>	
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Friday, August 01, 2003

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<b>Robertson, Wayne</b> Superintendent Edmonds School District #15	20420 - 68th Avenue West Lynnwood WA 98036-7400	<i>Phone:</i> 425/670-7003 <i>Fax:</i> 425/670-7182 <i>Email:</i> robertsonw@edmonds.wednet.edu
<b>Roby, Rebecca</b>  Pathways for Women	6027 - 208th St. SW Lynnwood WA 98036-	<i>Phone:</i> (425) 774-9843 <i>Fax:</i> <i>Email:</i> rroby@ywcaworks.org

Friday, August 01, 2003

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<i><b>Name, Title, Organization</b></i>	<i><b>Contact Information</b></i>	
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<b>Stewart, Brent</b> President United Way of Snohomish County	917 - 134th Street SW, Suite B-1 Everett WA 98204-	<i>Phone:</i> (425) 921-3404 <i>Fax:</i> (425) 921-3479 <i>Email:</i> brents@uwsc.org
<b>Tisdell, Greg</b> President Tiz's Door Sales, Inc.	P.O. Box 1078 Everett WA 98206	<i>Phone:</i> 425/258-2391 <i>Fax:</i> (425) 258-4833 <i>Email:</i> gtisdell@tizdoors.com
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#### Appendix 4: Members of the Youth Council

Name	Sector Represented	Business/Agency Name	Address	Phone Number & email
Michele Rastovich	Local Elected Official	Snohomish Cty Office of Children's Affairs	2722 Colby Ave., Suite 104 Everett, WA 98201	(425) 388-7228 <a href="mailto:michele.rastovich@co.snohomish.wa.us">michele.rastovich@co.snohomish.wa.us</a>
Karen Carter	Member of Local Board/Education/Labor	Electrical JATC	306 Anderson Road Mount Vernon, WA 98273	(360) 428-5080 <a href="mailto:Karen.carter@nwejatc.org">Karen.carter@nwejatc.org</a>
Darrell Chapman	Member of Local Board/Labor	International Brotherhood of Electrical Workers	2701 Hoyt Ave. Everett, WA 98201	(425) 259-3195 <a href="mailto:darrellc@labor-trac.com">darrellc@labor-trac.com</a>
Bruce Eklund	Juvenile Justice	Snohomish County Juvenile Court Services	2801 10 <sup>th</sup> Street Everett, WA 98201	(425) 388-7850 <a href="mailto:bruce eklund@co.snohomish.wa.us">bruce eklund@co.snohomish.wa.us</a>
Dawn Williams	Juvenile Justice	Denny Juvenile Justice Center	2801 10 <sup>th</sup> Street Everett, WA 98201	(425) 388-7905 <a href="mailto:dawn.williams@co.snohomish.wa.us">dawn.williams@co.snohomish.wa.us</a>
Rick Bart	Law Enforcement	Snohomish County Sheriff's Office	3000 Rockefeller Ave M/S 606 Everett, WA 98201	(425) 388-3414 <a href="mailto:rick.bart@co.snohomish.wa.us">rick.bart@co.snohomish.wa.us</a>
Cathy Shindler	Public Housing Authority	Snohomish County Housing Authority	12625 4th Ave. W., Suite 200 Everett, WA 98204	(425) 290-8499 , ext 118 <a href="mailto:cathy@hasco.org">cathy@hasco.org</a>
Justin White	Public Housing Authority	Everett Housing Authority	3107 Colby Ave. Everett, WA 98201	(425) 317-0882 <a href="mailto:jwpeace9@yahoo.com">jwpeace9@yahoo.com</a>
Darin Gemmer	Public Housing Authority	Everett Housing Authority - YCAP	3107 Colby Ave. Everett, WA 98201	(425) 317-0882 <a href="mailto:gemmerda@yahoo.com">gemmerda@yahoo.com</a>
Jennifer Bailey	Parent of Eligible Youth/Business	Foster Parent	P.O. Box 180 Lynnwood, WA 98046	(425) 778-1000 <a href="mailto:jbailey@olds-olympic.com">jbailey@olds-olympic.com</a>
Stephanie Imber	Youth	Homeless Youth	12729 38 <sup>th</sup> St. SE Snohomish, WA 98290	
Fred Keene	Job Corps	Cascade Job Corps Center	3331 Broadway, Suite 1001 Everett, WA 98201	(425) 257-3041 <a href="mailto:keenef@jcdc.jobcorps.org">keenef@jcdc.jobcorps.org</a>

Name	Sector Represented	Business/Agency Name	Address	Phone Number & email
Jeff Estes	Business	SeaSystems Aquariums	P.O. Box 100 Startup, WA 98293	(425) 514-4337 <a href="mailto:seasystems@workldnet.att.net">seasystems@workldnet.att.net</a>
Lisa Harding	Business	Zumiez	1420 80 <sup>th</sup> St. SW #A Everett, WA 98203	(425) 551-1500 x 521 <a href="mailto:lisa@zumiez.com">lisa@zumiez.com</a>
Rose Smith	Education	Everett School District	4730 Colby Ave. POB 2098 Everett, WA 98203	(425) 339-4284 <a href="mailto:rose_smith@everett.wednet.edu">rose_smith@everett.wednet.edu</a>
Sheila Sanders	Youth Serving Agency	Youth Net	3331 Broadway, Suite 1001 Everett, WA 98201	(425) 258-6153 <a href="mailto:ssanders@youthnetnw.net">ssanders@youthnetnw.net</a>
Amanda Chavez	Youth Serving Agency YCAP	College Place Middle School	7501 208 <sup>th</sup> St. SW Lynnwood, WA 98036	(425) 670-7911 x 4263 <a href="mailto:am20chavez@hotmail.com">am20chavez@hotmail.com</a>
Shalom Cook	Youth Service Agency YCAP	ACES High School	9700 Holly Drive Everett, WA 98204	(425) 356-1300 <a href="mailto:cookshalom@hotmail.com">cookshalom@hotmail.com</a>
Jen Hembree	Youth Service Agency	YCAP Staff	917 134 <sup>th</sup> Street SW Everett, WA 98204	(425) 921-3401 <a href="mailto:americorps@uwsc.org">americorps@uwsc.org</a>
Josh Stohl	Youth Service Agency YCAP	ACES High School	9700 Holly Drive Everett, WA 98204	(425) 356-1300 <a href="mailto:hydra4kil@aol.com">hydra4kil@aol.com</a>
Chaney Varelas	Youth Service Agency	Freshman Academy	19109 63 <sup>rd</sup> Ave. NE # 1&2B Arlington, WA 98223	(360) 435-3165 <a href="mailto:contactrr@juno.com">contactrr@juno.com</a>
Linda Plourde	Youth Service Agency	Employment Security/ Job Mart	20311 52 <sup>nd</sup> Ave. W. Suite 300 Lynnwood, WA 98036	(425) 670-7281 <a href="mailto:plourdel@edmonds.wednet.edu">plourdel@edmonds.wednet.edu</a>
Cathy Werden	Youth Service Agency	Northwest Alternatives	4230 198 <sup>th</sup> St SW # 100 Lynnwood, WA 98036	(425) 776-4739 <a href="mailto:cathyw@fcsnwa.org">cathyw@fcsnwa.org</a>
Mary Zavala	Sub-Contractor/ Youth Serving Agency	Employment Security Department	3201 Smith Ave, Suite 414 Everett, WA 98201	(425) 258-6360 <a href="mailto:mzavala@esd.wa.gov">mzavala@esd.wa.gov</a>
Cynthia Burns	Sub-Contractor/ Youth Service Agency	Center for Career Alternatives	3331 Broadway, Suite 1001 Everett, WA 98201	(425) 252-6400 <a href="mailto:c.burns@centerforcareeralternatives.org">c.burns@centerforcareeralternatives.org</a>
Sandra Kelly	Sub-Contractor/ Education	Lakewood School District	17110 16 <sup>th</sup> Dr NE Lakewood, WA 98259	(360) 652-4514 <a href="mailto:skelly@lwsd.wednet.edu">skelly@lwsd.wednet.edu</a>

Name	Sector Represented	Business/Agency Name	Address	Phone Number & email
Carol McCabe	Sub-Contractor/ Education	Edmonds School District	20420 68th Ave W Lynnwood, WA 98036	(425) 670-7144 <a href="mailto:mccabec@edmonds.wednet.edu">mccabec@edmonds.wednet.edu</a>

## **Appendix 5: Memorandum of Understanding**

### **Master Memorandum of Understanding Snohomish County Workforce Development Council March 23, 2000**

#### **Memorandum of Understanding for the Workforce Development Council, Snohomish County and WorkSource One-Stop Delivery System**

#### **I. Introduction**

This Memorandum of Understanding (MOU) is entered into in the spirit of cooperation and collaboration by the Snohomish County Local Workforce Development Council, hereafter referred to as “the WDC” and the One-Stop Delivery System signatory partners, hereafter referred to as “the WorkSource partners” to describe how their various funding streams and resources will be utilized to better serve their mutual customers, both job seekers and employers, through an integrated system of service delivery. The WorkSource service delivery system will be operated at the Everett and Lynnwood Career Development Centers, affiliate sites, the Tulalip Tribes, and self-service sites.

It is understood that the development and implementation of the WorkSource system will require mutual trust and teamwork between the Workforce Development Council, Snohomish County and WorkSource partnering agencies, all working together to accomplish the shared vision, goals, and objectives as adopted in the Snohomish County Workforce Development Council Strategic Plan: *Meeting the Skill Needs of the New Economy*.

The purpose of Snohomish County WorkSource is to develop and maintain a quality workforce by serving as the focal point for all local and regional workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce investment, education, and economic development services for job seekers, incumbent workers, and employers.

The following are the adopted vision and mission statements for the Snohomish County Workforce Development Council. The Snohomish County Youth Council has also adopted vision and mission statements to guide the youth portions of the Strategic Plan.

#### **Vision:**

The Workforce Investment System in Snohomish County will provide universal access for job seekers to develop their careers, for employers to find skilled workers, and for the community to build its economic health and vitality.

#### **Mission:**

The Workforce Development Council will develop a fully integrated one-stop career development system that provides customer-driven services, continuous improvement, and accountability for results.

The Workforce Development Council will provide excellent strategic planning, policy development and oversight of the workforce investment system by working directly with partners and customers to deliver first class workforce investment services.

**Youth Vision:**

The vision for the Snohomish County Youth Council is to maximize the potential of youth to achieve their aspirations, to find fulfilling employment opportunities and to become proactive citizens of Snohomish County.

**Youth Mission:**

The mission of the Snohomish County Youth Council is to advocate for youth to ensure that they are valued by their community, have access to comprehensive services, and are able to improve leadership and employment skills for a future of life-long learning and work.

**II. Responsibilities of the Parties**

All parties to this agreement will assure that they will fully comply with the nondiscrimination and equal opportunity provisions of Section 199 of the Workforce Investment Act and its implementing regulations at 29CFR Part 37. These regulations prohibit discrimination because of race, color, religion, sex, national origin, age, disability, or political affiliation or belief in both participation and employment.

The following are the key responsibilities of Snohomish County, the Council, and WorkSource Partners.

**A. Snohomish County Responsibilities:**

~~1.6.~~ The County Executive shall appoint and maintain a local Workforce Investment Board called the Snohomish County Workforce Development Council (hereafter referred to as "Council") consistent with Section 117 of PL 105-220. The terms of board/council members shall be staggered.

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~~2.7.~~ The County Executive, or his/her delegate, shall be a voting member of the Council and executive committee of the Council.

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~~3.8.~~ The County Executive shall attempt to provide comments to the WDC in a timely manner. This normally should not exceed forty-five days.

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4.9. The County Executive has the right to approve or reject Council actions on matters of the budget, one-stop operators, designation of fiscal and/or administrative duties, performance measures and the local plan as well as all other authority granted by PL 105-220. Such actions by the Council shall be submitted in writing to the Council.

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5.10. The County Executive shall work in partnership with the Council to develop and submit a local plan consistent with state criteria and guidance.

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6.11. The County Executive designates the Snohomish County Human Services Department to provide financial and programmatic oversight on behalf of the county for matters pertaining to the Workforce Investment Act.

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12. The Snohomish County Human Services Department shall contract with the Council for services and activities consistent with adopted and approved budgets and plans.

#### **B. Snohomish County Workforce Development Council and Responsibilities:**

The Snohomish County Workforce Development Council meets regularly to provide governance, policy and program oversight for Snohomish County WorkSource and the workforce system covered by the Strategic and Operations Plan. The Snohomish County Youth Council meets to recommend policies and programs to support comprehensive youth employment and education services. Its recommendations are approved by the WDC.

1. The Council shall develop and implement a workforce development plan consistent with Section 117 of PL 105-220.
2. The additional responsibilities of the WDC include the following:
  - Development and submittal to the governor of a local workforce plan.
  - Selection of operators and providers.
  - Selection of youth providers.
  - Identification of eligible providers of training services.
  - Identification of eligible providers of intensive services.
  
  - Development of a budget for carrying out the purposes of the Council.
  - Conducting oversight with respect to programs of youth and employment and training activities.
  - Negotiation of local performance measures.
  - Assisting in developing the statewide employment statistics system.
  - Coordinate workforce investment activities in the local area with economic development strategies and develop employer linkages.
  - Provide collaboration and brokering activities to assist employers to meet hiring needs.

- Developing linkages and coordination of programs with local tribes.
3. The Council shall make available to the public on a regular basis, through open meetings, information regarding the activities of the Council, including the local plan prior to submission, designation and certification of one-stop operators, and the award of grants or contracts to eligible providers.
  4. The WDC shall be incorporated as a 501 c 3 non-profit corporation responsible for administration of its own funds, personnel decisions, and governance. The Council may determine how it will conduct its own internal administrative and financial responsibilities, consistent with the obligations imposed by PL 105-220.
  5. The WDC shall elect a chairperson from among the business representatives of the appointed members.
  6. The WDC shall keep minutes of all motions and matters of the Council, Executive Committee, Youth Council and relevant committees.
  7. The chairperson of the WDC shall appoint members of the Youth Council.
  8. The Council shall cooperate with the County Executive in the event it opts to subcontract with an administrative entity for staffing services to the Council.
  9. The Council, through its executive committee, shall provide fiscal, program, and personnel oversight and evaluation.
  10. The Council shall actively solicit grants and donations from other sources.
  11. The Council shall be the administrative entity responsible for managing and coordinating one-stop activities (WorkSource). The Council may subcontract this administrative service.
  12. The Council shall strive to develop an integrated one-stop career development system for employers and job seekers through a coordinated system of core, intensive, and training services.
  13. The Council shall maintain high professional standards of fiscal, personnel, and ethical conduct.
  14. The Council shall adopt and maintain professional management and accounting methods consistent with all state and federal regulations and with Snohomish County procedures and Generally Accepted Accounting Principles.

15. The Council shall use its best efforts to ensure the integrity of contracting, financial disbursement, and compliance monitoring of all WDC actions in recognition of Snohomish County's ultimate responsibility for all funds received by the County pursuant to PL105-220.

### C. Snohomish County WorkSource Partnership Responsibilities

The WorkSource Partnership is comprised of all partners in Snohomish County that are participating in the WorkSource system. It has approximately 30 members. The Partnership operates as a committee of the Workforce Development Council. The partnership meets monthly to review operational issues, discuss policy issues and make recommendations to the Council. The partnership is a valuable forum to bring the providers perspective to Council activities. Generally, all issues and policies are discussed at the Partnership level as well as the Council level.

1. To implement an integrated and seamless career development system consistent with Partnership Principles and the Workforce Investment Act.

2. To analyze program operations and results and make recommendations to the Workforce Development Council.

~~18.3.~~ To meet on a regular basis and keep a record of its proceedings.

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~~19.4.~~ To operate on a consensus basis and promote high standards of professional and ethical conduct.

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~~20.5.~~ To promote active and collaborative fund raising to benefit the overall partnership.

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6. To utilize continuous quality improvement processes in the conduct of service delivery.

7. To embrace the Malcolm Baldrige quality standards as requested by Governor Gary Locke, in the implementation and delivery of WorkSource services.

8. The Partnership shall develop and implement service delivery systems, and operate within the local WDC WorkSource policies regarding those systems, which are consistent with the Snohomish County WDC's Strategic and Operational Plans.

~~16.9.~~ All adult service delivery portals (cCenters and aAffiliate sSites) shall provide the adopted core, intensive and training services model outlined in the WDC Operational Plan.

A listing of those agencies that are providing services within the WorkSource system, and a description of those services, may be found in the appendix to this document. Each agency, by signing the MOU is committing to provide services commensurate with their proportional share of clients registering within the WorkSource system commencing July 1, 2000. The proportional share will ~~initially be focus~~initially on the two WorkSource centers, and is established by resource sharing agreements which allocate costs based on FTE levels within the centers, and are included herein. After July 1, when funding from WIA has been established, addenda to this MOU will be added to determine and confirm proportional share.

~~Core, Intensive, and Training Services are to be p~~Core services will be available to the general population without regard to income. Core services consist of:

- ~~1. Eligibility screening for any program~~
- ~~2. Outreach, intake, orientation~~
- ~~3. Initial assessment, either self-service or one-on-one~~
- ~~4. Job counseling~~
- ~~5. Job search and placement assistance~~
- ~~6. Labor market information~~
- ~~7. Access to job listings~~
- ~~8. Translation services training and retraining information~~
- ~~9. Information on Support Services~~
- ~~10. Information and referral to community resources~~
- ~~11. Information on filing for UI~~
- ~~12. Follow up including counseling for not less than 6 months~~
- ~~13. Core Service Modules 1-6: Goal setting, Self-management skills, Looking for Work, The Employment Application, Researching the Labor Market, and Preparing for the Interview.~~

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~~Clients will be able to receive electronic access to available core services without regard to eligibility or requirement to register. Meditated core services that may require an intervention by a WorkSource staff person, can require client registration, and must be universally accessible to the general public.~~

~~a) **Intensive services** may not be provided to an adult (18 yrs or older) or a dislocated worker without their first having received a core service and having documented the need for additional assistance in order to become employed. There is no minimum time period required for participation in core services before receiving intensive services funded under WIA Title I-B Adult Employment and Training Grant.~~

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~~There are two categories of adults who are eligible to receive intensive services:~~

- ~~Adults who are unemployed, have received at least one core service and are unable to obtain employment through core services, and are determined by a One Stop operator to be in need of more intensive services to obtain employment.~~

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- ~~Adults who are employed, have received at least one core service, and are determined by a One Stop operator to be in need of intensive services to obtain or retain employment that leads to "self sufficiency."~~

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Note: Being "eligible to receive" does not "entitle" one to receive WIA Title I B intensive services.

Intensive services consist of all of the core services, plus:

- ~~Comprehensive assessment, either for WorkSource generically or for program specific application.~~
- ~~Individual counseling/ case management~~
- ~~Group counseling~~
- ~~Short term pre vocational counseling including the development of learning skills, communication skills, interviewing, punctuality, personal maintenance skills and professional conduct~~
- ~~Intensive Service modules 7-12: (a) Barrier Removal: "Why did you leave your last job?" (b) Stress and Time Management (c) Self Esteem: Becoming the Best Me I Can Be, (d) Your Expectations/Your Employer's Expectations, (e) Conflict Management: "Is Anybody Listening?"~~

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~~b) Training services may not be provided to an adult or a dislocated worker unless they have received at least three intensive services and have a documentable need for additional services to become employed or to retain employment, in order to meet standards of "self sufficiency". The case file must document the determination of need, and contain an Individual Services Strategy (ISS) plan which outlines a comprehensive assessment and other intensive services received. While there may be many different sources of funding to assist a client with the pursuit of training, the expenditure of WIA dollars to support training must show first priority being given to public assistance recipients and second priority to other low income individuals not exceeding the 175% poverty level guidelines. The local WDC may determine that training support can be provided to other individuals, and shall issue a written policy to operators regarding training to additional groups. WIA funding for training can only be used as the source of last resort, where there is no other grant assistance available to pay for training.~~

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~~Clients being referred to training must have the skills and abilities to complete the selected course of training. The training must be linked to the employment opportunities in the local area or in another area to which the client is willing to relocate and there is do~~

#### **D. WorkSource Center Site Operator's Responsibilities:**

1. Convene a local oversight committee made up of management staff from the participating partner agencies housed there, and develop a mutual decision making process and define their roles and responsibilities to the cCenter.
2. Develop a conflict resolution plan and complaint procedure that the partnering agencies can agree to.
3. Develop and execute Resource sharing agreement between the partners, seek additional partners as appropriate.
4. Maintain high quality administrative, fiscal and personnel systems consistent with generally accepted principles and government requirements.
5. Provide daily operational management oversight to the cCenters
6. Provide for a system of program activity monitoring that tracks referrals and outcomes of the partner programs within each cCenter.
7. Responds to customer feedback in a timely and sensitive fashion.
8. Monitors continuous quality improvement (CQI) processes and progress toward annual CQI goals.
9. Maintain hard copy files of client records until such time that electronic files can be supported.
10. Will facilitate the development of a WorkSource culture that fosters collaboration and cooperative activities.
11. Is responsible for establishing a baseline self-assessment on the Malcolm Baldrige standards, and then setting goals for improvement annually.

#### **E. Affiliate WorkSource Sites**

A WorkSource Partner may become a WorkSource affiliate site by becoming certified utilizing the aAffiliate sSite validation process of the Workforce Development Council. Applications will be solicited in April 2000. Those certified will be eligible to provide WIA services. The aAffiliate sSite operator's responsibilities will be developed as the application process is launched.

## F. General Responsibilities of Partners

Each Signatory partner in the WorkSource system will:

1. Participate in the WorkSource System and its required operating systems, including customer tracking, accountability, and continuous quality improvement.
2. Promote the Snohomish County WorkSource System.
3. Support integration of services.
4. Utilize the WorkSource system for the employment and training needs of customers who would benefit.
5. Promote the cross agency strategic planning for the benefit of the customer.
6. Utilize continuous quality improvement processes to evaluate and improve operational systems.
7. Utilize the common WorkSource logo as a common identifier. This applies to all locations, subcontractors, partners and affiliated locations, as well as forms, communications, and publicity media.
8. Participate in a one-stop employer services process.
9. Embrace the concept that the WorkSource service strategy and one stop design promotes a service model where everyone who contacts the center in any manner is considered a "shared" customer. Staffing patterns, customer flow and scheduling are to incorporate this philosophy into functional, integrated resource coordination at each site.
10. Each Center or affiliate will provide at least two levels of service available to customers; core and intensive. Core services must be available to the general public. Core and intensive services are those services contained within the Operational Plan. It is the responsibility of all of the partners to become familiar with this plan and skilled at the services identified as the essential service delivery foundation for WorkSource.

## III. Performance Accountability

It is recognized that performance accountability is a shared responsibility of all WorkSource partners. The partners agree to engage in a process of continuous quality improvement to increase performance at the operator, provider, and system-wide level. All parties to this

MOU agree to meet regularly to discuss performance issues, methods to meet participant outcome measures, and to increase customer satisfaction. The adopted performance measures of the WDC Strategic and Operations Plans will serve as the targeted performance outcomes and will be amended from time to time.

**A. Systematic Referral Process for WorkSource Customers**

It is agreed that the WorkSource partners of this signed MOU will conduct referral for services in the following manner. All customers referred for services which are not immediately available on site, will:

1. Receive a written or electronic referral form with the date, time, and place of the appointment.
2. All appointments will be scheduled within three working days.
3. The individual making the appointment will follow-up within two working days of the scheduled appointment date.

**B. WorkSource/WIA System Performance**

It is agreed that the WorkSource system will strive to achieve the following satisfaction standards for its customers, employees, and partners. These satisfaction targets for employers and participants will be met as well as all participant outcomes as negotiated in the Strategic Plan and approved by the State Workforce Board.

1. **Employer Satisfaction with Former Participants:** Percentage of employers who report satisfaction with new employees who are program completers as evidenced by survey responses to annual survey conducted by WTECB. No goals for this indicator. Not calculated separately for adults, dislocated workers and adults.

WIA I-B Adults	WIA I-B Dis Work	WIA I-B Youth
State PY 98 – 67%	State PY 98 – 67%	State PY 98 – 67%
Snoh PY 98 – 67%	Snoh PY 98 – 67%	Snoh PY 98 – 67%

2. **Employer Satisfaction:** Employer satisfaction with services they directly received as evidenced by responses to survey questions at the time of service completion.

WIA I-B Adults	WIA I-B Dis Work	WIA I-B Youth
State PY 98 <b>59 of 100</b>	State PY 98 <b>59 of 100</b>	State PY 98 <b>59 of 100</b>
Snoh PY 98 <b>57 of 100</b>	Snoh PY 98 <b>57 of 100</b>	Snoh PY 98 <b>57 of 100</b>
Year 1 Target 60	Year 1 Target 60	Year 1 Target 60

Year 2 Target 62	Year 2 Target 62	Year 2 Target 62
Year 3 Target 64	Year 3 Target 64	Year 3 Target 64

**3. Participant Satisfaction:** Percentage of former participants who report satisfaction with the program evidenced by survey responses 6 to 9 months after leaving the program.

WIA I-B Adults	WIA I-B Dis Work	WIA I-B Youth
State PY 98 - <b>89%</b>	State PY 98 - <b>87%</b>	State PY 98 - <b>94%</b>
Snoh PY 98 - <b>90%</b>	Snoh PY 98 - <b>93%</b>	Snoh PY 98 - <b>95%</b>
Year 1 Target 89%	Year 1 Target 87%	Year 1 Target 94%
Year 2 Target 89%	Year 2 Target 87%	Year 2 Target 94%
Year 3 Target 89%	Year 3 Target 87%	Year 3 Target 94%

**4. Participant Satisfaction:** Participant satisfaction with services as evidenced by responses to survey questions at the time of service completion.

WIA I-B Adults	WIA I-B Dis Work	WIA I-B Youth
State PY 98 <b>75 of 100</b>	State PY 98 <b>75 of 100</b>	State PY 98 <b>75 of 100</b>
Snoh PY 98 <b>76 of 100</b>	Snoh PY 98 <b>76 of 100</b>	Snoh PY 98 <b>76 of 100</b>
Year 1 Target 75	Year 1 Target 75	Year 1 Target 75
Year 2 Target 75	Year 2 Target 75	Year 2 Target 75
Year 3 Target 75	Year 3 Target 75	Year 3 Target 75

The ultimate accountability and responsibility for the WorkSource System organizational processes, services, and accomplishments will rest with the WDC, the WorkSource Site Operators and the WorkSource partners.

#### IV. Duration and Modification of the MOU

The WorkSource partners agree that the terms of this MOU will take effect as of April 2000, and will continue in effect until June 30, 2001 or such time as any partner or partners will modify, extend, or terminate this MOU. Termination of the MOU will be effective in either of two situations:

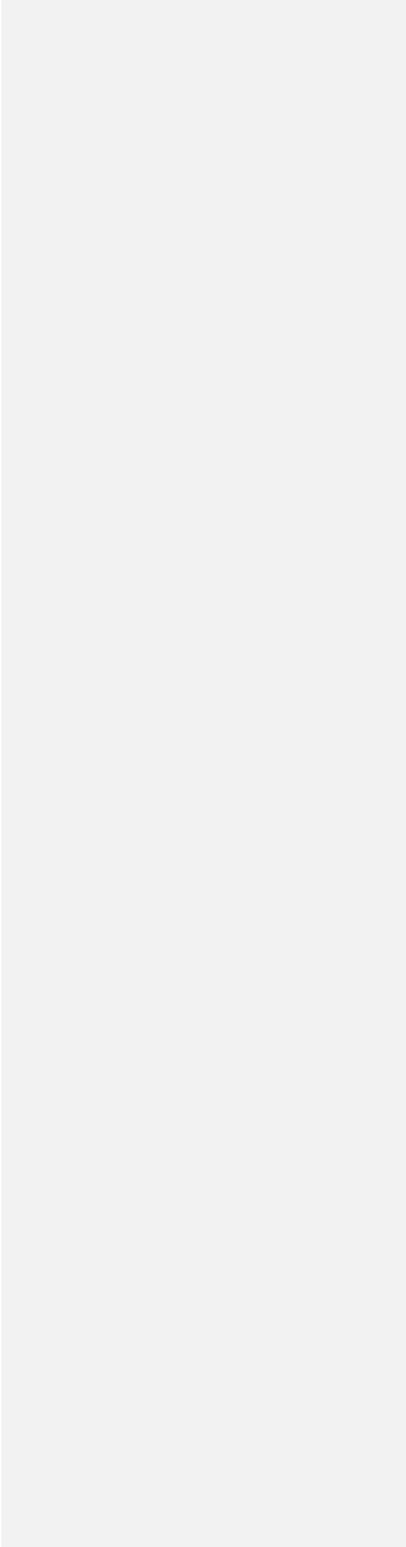
- All partners agree in writing to its termination; or
- A motion of the WDC is approved and ratified by the County Executive.

Any partner to the MOU may request modification of its terms. Ratification of the request by all the other partners will constitute the modification in question.

Any partner to this MOU may withdraw, giving written notice of its intent to withdraw as a partner. In such case, all pertinent terms of the MOU will continue in effect for the remaining

partners. Any party may cancel the contract or agreement at anytime for cause, or may cancel without cause on a 30-day written notice.

New partners and affiliate agreements will be added to this MOU as appropriate through addendum to this agreement and addition of new signatory agreement from the participating partner to the terms of this document.



## V. MEMORANDUM OF UNDERSTANDING

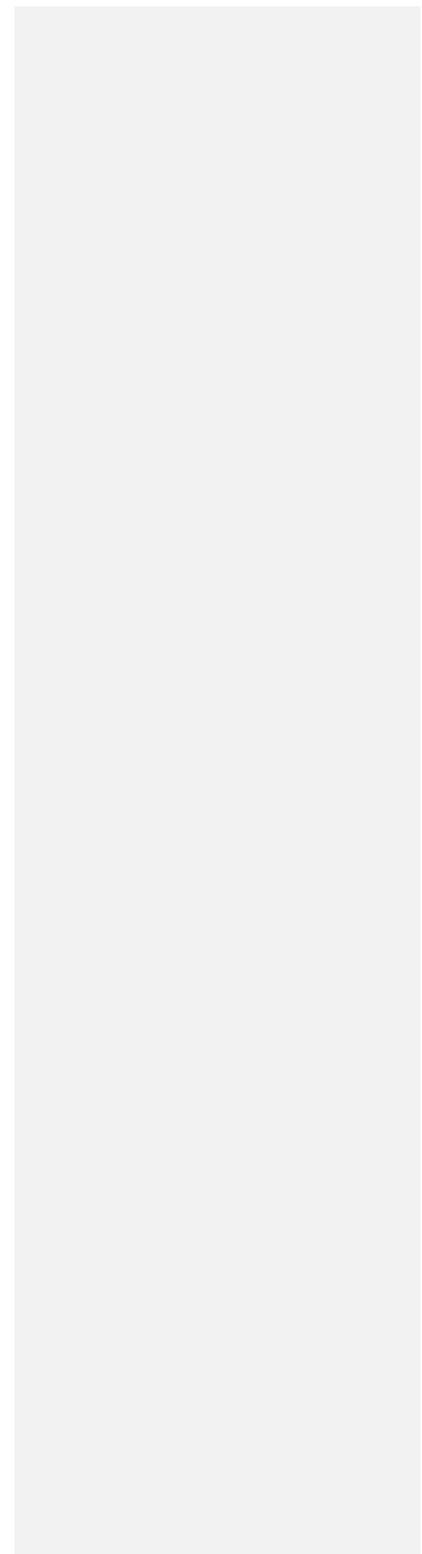
**(a) APPENDIX**

The agencies listed below will be located in and providing services in the WorkSource System.

**Everett WorkSource Center**

Agencies	Services	Revenue Sources
Job Service	Orientations, intake, initial assessment, eligibility screening, job counseling, labor market information, job referral, providing information on training opportunities, community resources, educational opportunities, information on support services, referral to intensive and training services, core modules workshops, Individual Service Strategy Plan Development, intensive service modules, information on UI filing, employer service functions, wage progression and job retention, follow-up services, guidance on use of self-service and electronic resources.	Wagner-Peyser, Claimant Placement Program, Remploy Washington Workers, Veteran Programs, Candle Program (Welfare to Work) WorkFirst, JTPA New Directions (Dislocated Workers), UI, food stamps E&T, NAFTA/TAA, JTPA, JTPA Youth "Connections" Program, Community College Co-Location Outreach
Everett Community College	Orientations, intake, initial assessment, eligibility screening, testing, educational & career planning guidance, financial aid assistance, registration assistance, learning disabilities assistance/guidance, educational assessment, adult basic education and GED assessment/assistance, providing information on training, opportunities, community resources, information on support services, referral to intensive and training services, core modules/intensive modules, provide appropriate intensive services, Guidance with use of self-service and electronic resources.	Carl Perkins Vocational Education, WorkFirst Program Design and Delivery, Worker Retraining, EvCC general operating budget
Division of Vocational Rehabilitation	Orientations, intake, initial assessment, eligibility screening, employment counseling, job referral, providing information on training opportunities,	Federal Vocational Rehabilitation funding

	community resources, educational opportunities, information on support services, initiating Individual Service Strategy plans, referral to intensive and training services, special target group core and intensive workshops, guidance on use of self-service and electronic resources, providing information and conducting initial screening for DVR programs, providing general assistance to person's of disability.	
Department of Social and Health Services	Orientations, intake, initial assessment, eligibility screening, employment counseling, job referral, providing information on training opportunities, community resources, educational opportunities, information on support services, referral to intensive and training services, core module workshops, intensive service modules, intensive services, guidance on use of self-service and electronic resources, providing information and conducting initial screening for public assistance programs, food stamps, and Working Connections.	State General Funds
Work Opportunities	Orientations, intake, initial assessment, eligibility screening, employment counseling, job referral, providing information on training opportunities community resources, educational opportunities, information on support services, Developing Individual Service Strategy plans, referral to intensive and training services, core module workshops, intensive service modules, intensive services, guidance on use of self-service and electronic resources, providing information and conducting screening for.	Vocational Rehabilitation, WorkFirst, Work Opportunities, United Way, commercial and contract revenue, private donation, private pay
Center for Career Alternatives	For youth, provide orientations, intake, initial assessment, eligibility screening, job counseling, labor market information, job referral, providing information on training opportunities, job shadowing, internships, try -out employment, community resources, educational opportunities, information on support services, referral to youth specific	JTPA Youth



	programs & services, core modules workshops, Individual Service Strategy Plan Development, intensive service modules, wage progression and job retention, follow-up services, guidance on use of self-service and electronic resources	
Community Trades & Careers	Eligibility /assessment for Welfare to Work & WorkFirst programs, screening & eligibility for DDD, DVR , case management and job placement assistance for people in recovery or persons with disabilities, and follow-up services.	Welfare to Work, DVR, DDD, WorkFirst, JTPA, private pay
Operation Improvement	Orientations, intake, initial assessment, eligibility screening, testing, educational& career planning guidance, financial aid assistance, registration assistance, learning disabilities assistance/guidance, educational assessment, adult basic education and GED assessment/ assistance, providing information on training, opportunities, community resources, information on support services, referral to intensive and training services, core modules/intensive modules, provide appropriate intensive services, Guidance with use of self-service and electronic resources. Specialized services for mature workers including classroom training, work experience, OJT, job search assistance and resume writing. Job readiness, training, and employment assistance for welfare to work participants, JTPA training opportunities, eligibility and screening for mental health counseling, employment retention services, housing assistance, Working Wardrobe, Community Volunteer Program, counseling for homeless.	United Way, CSBG, JTPA, Snohomish County AIDS Walk Group, Whitehorse, YWCA investment funds, DSHS, DOL Welfare to Work,
Snohomish County Human Services	Facilitation of referral and screening for assistance with Project Self Sufficiency (CSBG), Chemical Dependency and Energy Assistance. Case management assistance to human services participants in collaborative planning with WorkSource, and utilizing the services of the Center. Information assistance on prevention and treatment of family violence problems, screening for	County general funds, State Violence Reduction & Education funds, Federal DOE

	abuse and addiction treatment programs, applications/screening for energy assistance (seasonally)	
Snohomish County Refugee Forum	Orientations, intake, initial assessment, labor market information, job referral, providing information on training opportunities, community resources, educational opportunities, information on support services, referral to intensive and training services, core module workshops, Individual Service Plan development, intensive service modules, employer service functions, placement, wage progression and job retention, follow-up services, guidance on use of self-service and electronic resources, tutoring, interpreter services, free citizen prep classes, in language classes, disability assistance, bicultural training, job volunteer referrals, bilingual WorkFirst workshops, job development for limited English customers	
Volunteers of America	Provides information and referral to assistance programs for shelter, crisis intervention, childcare referrals, family support guidance and children's support programs, community resources, dispute resolution, emergency assistance, early childhood education, kids in transition program, food banks and distribution center, work training for developmentally disabled, parenting classes, Senior Companion Program, adult residential care, Basic skills training, Section 8 housing application assistance, DSHS TANF application assistance, rent and mortgage assistance.	CDBG, from both the City of Everett, and Snohomish County, CSBG from Snohomish County, United Way
Job Corps	Providing for youth, orientations, intake, initial assessment, eligibility screening, job counseling, labor market information, job referral, providing information on training opportunities, community resources, educational opportunities, information on support services, referral to youth programs and services, core modules workshops, Individual Service Strategy Plan Development, employer service functions, wage progression and job retention, follow-	Job Corps

	up services, guidance on use of self-service and electronic resources, specific information and screening for Job Corps, facilitation to Job Corps training programs, post training placement and support services.	
Service Alternatives	Orientations, intake, Individual Service Strategy planning, assistance with resource area, electronic resources and self-service instruction, referral to community resources, educational opportunities, information on support services, referral to youth and adult programs. Employment assistance for people with disabilities, including assessment, employment counseling, case management, placement and follow-up services. Support services, retention services.	Snohomish County DDD, , DVR, DSHS contracted services, Community Trade and Economic Development, fee for service,
TRAC Associates	Orientations, intake, initial assessment, eligibility screening, testing, job counseling, labor market information, job referral, providing information on training opportunities, community resources, educational opportunities, information on support services, referral to intensive and training services, core modules workshops, Individual Service Strategy Plan Development, intensive service modules, employer service functions, wage progression and job retention, follow-up services, guidance on use of self-service and electronic resources. Can provide screening and counseling assistance on service options for people with disabilities, those needing assistance from DVR. Contractor for Veterans employment & training administration to do vocational rehabilitation assistance for eligible, service connected, disabled veterans. They can also do assessment and evaluation for recently discharged or about to be discharged veterans. Labor and Industry contractor providing placement assistance, and job analysis for employers. Mental health counseling for fee. Retention services to employers for fee, aptitude, interest, and	Welfare to Work, Vocational Rehabilitation funding, Labor and Industries, Community Trade & Economic Development, Veterans ETA,

	basic skills testing for employers or other interested parties for fee.	
Everett Housing Authority	Facilitation of access to center services for Self-Sufficiency participants , providing generic assistance with housing resources and services to all center customers, providing screening, intake and referral to the Welfare to Work Voucher Program, assisting with applications for Section 8 and public housing programs	HUD Family Self-Sufficiency Coordinator Grant

**Lynnwood WorkSource Center**

The Lynnwood WorkSource Center shares many of the same partners that the Everett Center has, for whom the descriptors remain the same as listed above: Work Opportunities, Community Trades & Careers, Snohomish County Human Services, Operation Improvement, TRAC & Associates, Division of Voc. Rehab., Snohomish County Refugee Forum, Job Corps. The agencies listed below are either unique to Lynnwood, or offer a different mix of services in Lynnwood than they do in Everett.

Agencies	Services	Revenue Sources
Job Service	Orientations, intake, initial assessment, eligibility screening, job counseling, labor market information, job referral, providing information on training opportunities, community resources, educational opportunities, information on support services, referral to intensive and training services, core modules workshops, Individual Service Strategy Plan Development, intensive service modules, information on UI filing, employer service functions, wage progression and job retention, follow-up services, guidance on use of self-service and electronic resources. Provides youth specific assistance for job preparation and placement assistance.	Wagner-Peyser, Claimant Placement Program, Veteran Programs, WorkFirst, UI, food stamps E&T, Community College Co-Location Outreach
Dept. of Social & Health Services	Orientations, intake, initial assessment, eligibility screening, job counseling, labor market information, job referral, providing information on training opportunities, community resources, educational opportunities, information on support	State General Funds, and Food Stamps

	services, referral to intensive and training services, core modules workshops, Individual Service Strategy Plan Development, intensive service modules, employer service functions, wage progression and job retention, follow-up services, guidance on use of self-service and electronic resources. Processing eligibility for all programs provided through the CSO office i.e.- TANF, medical, Foodstamps, Working Connections, general assistance.	
Snohomish County Housing Authority	Facilitation of access to center services for Self-Sufficiency participants (CSBG), providing generic assistance with housing resources and services to all center customers, providing screening, intake and referral to the Welfare to Work Voucher Program, assisting with applications for Section 8 and public housing programs	HUD Family Self-Sufficiency Coordinator Grant
Edmonds Community College	Orientations, intake, initial assessment, eligibility screening, testing, educational & career planning guidance, financial aid assistance, registration assistance, learning disabilities assistance/guidance, educational assessment, adult basic education and GED assessment/assistance, GED and <a href="#">a</a> Adult <a href="#">b</a> Basic <a href="#">e</a> Education classes, providing information on training opportunities, community resources, information on support services, referral to intensive and training services, core modules/ intensive modules, provide appropriate intensive services.	Carl Perkins Vocational Education, <a href="#">a</a> Adult <a href="#">b</a> Basic <a href="#">e</a> Education Funds, Worker Retraining, Families That Work Grant

## Appendix 6: Resource Sharing Agreements WorkSource Everett

**CONTRACT # 02-234-RSA** **MODIFICATION #3**

### RESOURCE SHARING AGREEMENT

#### I. Statement of Purpose

The purpose of this Agreement of the Everett WorkSource Center, located at 3201 Smith Avenue, in Everett, Washington, is to establish the terms and conditions under which the partnership will share resources in performance of their WorkSource System implementation plan. Partners are listed below, and all notices regarding this Agreement shall be given to the following:

Sunrise Services, Inc. dba Community Trades and Careers	P.O. Box 2558	Everett, WA 98203	(425) 353-7521 (P)
Center for Career Alternatives	2401 Hewitt Ave.	Everett, WA 98201	(425) 252-6400 (P)
Operation Improvement/YWCA	3301 Broadway	Everett, WA 98201	(425) 258-2766 (P)
Work Opportunities	6515 202 <sup>nd</sup> St SW	Lynnwood, WA 98036	(425) 778-2156 (P)
Job Corps	810 3 <sup>rd</sup> Ave., #180	Seattle, WA 98104	(206) 622-6593 (P)
Snohomish County Refugee Forum	2000 Tower Street	Everett, WA 98201	(425) 388-9307 (P)
Skagit Valley College	2405 East College Way	Mt. Vernon, WA 98273	(360) 416-7997 (G)
Volunteers of America	P.O. Box 839	Everett, WA 98206	(425) 259-3191 (P)
Division of Vocational Rehab.	840 N Broadway, Ste 500	Everett, WA 98201	(425) 339-4868 (G)
DSHS-Community Services Division	840 N Broadway, N-31-1	Everett, WA 98201	(425) 339-4716 (G)
Everett Community College	2000 Tower Street	Everett, WA 98021	(425) 388-9551 (G)
Workforce Development Council	917 - 134 <sup>th</sup> St. SW	Everett, WA 98201	(425) 921-3476 (P)
Employment Security Department	840 N. Broadway, Bldg. B	Everett, WA 98201	(425) 339-4911 (G)

P=private entity G=government agency

#### II. Definitions

**Agreement Manager:** Matt Bench, Administrator, Employment Security Department, and Site Operator for the Everett WorkSource Center, has been identified as the person responsible for the oversight, monitoring and review of fiscal functions of the Resource Sharing Agreement.

**Cost allocation plan:** The cost allocation plan is attached as Attachment "A" to the Resource Sharing Agreement and is incorporated herein by reference.

**Cost Allocation Methodology:**

- **FTE Percentage:** Partners will be charged costs based upon the percentage of Full Time Equivalent (FTE) employees relative to the total FTE's in the partnership.

- **Direct Charge:** Telecommunications, including voice mail, will be a flat rate charge based on each partner's level of FTE participation.

**Fiscal Lead:** The Employment Security Department, as a member of the partnership, responsible for all fiscal activities related to the operation of this Resource Sharing Agreement.

**Timeframe of Agreement**

This modification agreement is effective July 1, 2002, and continues through June 30, 2003, unless terminated sooner as provided for herein.

**IV. Sharing of Partnership Costs**

Share of FTEs by Partner and Fund Source					
Partner/Position	WIA*	WIA/ES**	ES	Other	TOTAL
Sunrise Services dba Community Trades and Careers	3	0	0	0.2	3.2
Center for Career Alternatives	2	0	0	0	2
Operation Improvement/YWCA	4	0	0	0	4
Work Opportunities	3	0	0	0	3
Job Corps	0	0	0	1	1
Snohomish County Refugee Forum	0	0	0	1	1
Skagit Valley College	0	0	0	0.2	0.2
Volunteers of America Western Washigton	0	0	0	0.1	0.1
Division of Vocational Rehabilitation	0	0	0	1	1
Department of Social and Health Services Community Services Division	0	0	0	1	1
Everett Community College	0	0	0	1	1
Snohomish County Workforce Development Council	2	0	0	0	2
Washington State Employment Security Department	0	12	16		29
<b>TOTAL</b>	<b>14</b>	<b>12</b>	<b>16</b>	<b>5.5</b>	<b>47.50</b>

\* Using the methodology for sharing costs described below, all costs associated with the FTE's listed in the WDC column will be paid by the Snohomish County Workforce Development Council (WDC) on behalf of the partners and staff identified.

\*\* The cost to the WDC of Washington State Employment Security Department Site Operator staff in the WorkSource Everett Center is included in the WIA Site Operator contracts between the Council and the Department and are shown in this column and will be paid by the WDC.

With the exception of Everett Community College, costs of the partnership shall be shared on an FTE percentage basis with the exception of telecommunications (including voice mail) which will be charged as a flat fee. Shared costs include rent (includes utilities and janitorial services), supplies, copy machine rental, non-data processing repairs, and data processing repairs.

Everett Community College will be charged a flat fee of \$12,000 per year for all costs associated with operating their assigned classroom space.

A summary of total estimated costs for the period of this agreement and each partner's share is provided below:

Total estimated cost of rent (includes utilities and janitorial services), supplies, telephone service, copy machine rental, non-data processing repairs, and data processing repairs for the period of **July 1, 2002 through June 30, 2003**, is **\$434,836**.

	<u>Dollars</u>	<u>FTE Percent</u>
Community Trades and Careers	\$ 1,824	.04%
Job Corps	\$ 9,121	2.1%
Snohomish County Refugee Forum	\$ 9,121	2.1%
Skagit Valley College	\$ 1,824	.04%
Volunteers of America	\$ 912	.02%
Division of Vocational Rehabilitation	\$ 9,121	2.1%
Dept. of Social and Health Services	\$ 9,121	2.1%
Everett Community College	\$ 9,121	2.1%
Workforce Development Council	\$127,696	29.5
Employment Security Department	<u>\$244,975</u>	<u>58.95%</u>
<b>SUB TOTAL</b>	<b>\$422,836</b>	<b>100%</b>
*Everett Community College flat rent costs	\$ 12,000	
<b>TOTAL</b>	<b>\$434,836</b>	

\*Cost to Everett Community College for training room is based on a combination of FTE equivalent, Everett Community College completely outfitting, providing their own IT Server, and maintaining the training room they use, and the provision of a portion of the classes being offered in the training room they occupy being free to WorkSource customers.

Detail providing category of cost and fund sources, by partner, is attached as Attachment "A" Attachment "A" provides information on an **annual basis**.

In the event estimated costs exceed, or are less than actual costs, partners are still responsible for their shares of costs based upon the cost allocation methodology described in Section II. However, in the event of a change in FTE allocation by one of the partners and upon completion of a quarterly review, the Site Operator may renegotiate the shared costs using the methodology described in Section II.

**V. Resource Sharing Agreement Management**

The Employment Security Department, as the Site Operator, has been identified as the Fiscal Lead. The Fiscal

Lead is responsible for the billing and payment of shared costs. The Agreement Manager is responsible for oversight and review of shared costs for the partnership as well as monitoring of the partnership allocation methodology and funding information. All notices regarding this Agreement shall be sent to the Agreement Manager at the following location: Matt Bench 3201 Smith Ave, Everett, WA 98201, phone (425) 258-6345, fax (425) 257-1211, e-mail address: mbench@esd.wa.gov.

#### **VI. Billing and Payment**

Billing and manner of payment of shared costs shall be as agreed to between the Site Operator and the individual partners. Methods may include, but are not limited to, journal voucher transactions or invoice and warrant transactions. All payments shall be made to The Employment Security Department. Any partner may make advance payment for any time period, if their funding source regulations allow such payments. Billing by the Fiscal Lead shall occur on a monthly basis. All payments must be received by the Site Operator no later than 30 calendar days after receipt of invoice or notice for payment. If this Agreement is terminated, or if any partner withdraws, in accordance with the termination provision contained herein, any payments due hereunder shall be prorated based on the effective date of the termination or withdrawal.

#### **VII. Monitoring**

The partners agree that performance and operation, as well as the cost allocation methodology, of this Agreement will be reviewed by the Oversight Committee on a quarterly basis and may result in an Agreement modification.

#### **VIII. Agreement Modification**

Any change in the staffing composition of the cCenter identified through the monitoring review described in Section IV above, will result in an Agreement modification using the cost allocation methodology described in Section II above. Such changes may include, but are not limited to, increases or decreases in FTE's or reassignment of positions from one partner to another. The partners recognize that modification may, and likely will be, necessary during the period of Resource Sharing Agreement. The partners in the Resource Sharing Agreement will undertake modification of the Agreement collaboratively. Any modifications to this Agreement, to be valid, must be in writing and signed by all the partners. Oral modifications shall have no effect. If any provision of the agreement is held invalid, the remainder of the agreement shall not be affected.

#### **IX. 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.
- All press releases, brochures, reports and newsletters related to services under this Agreement will be issued in accordance with the marketing policies of the State of Washington and the Snohomish County WDC.
- Areas designated as common areas within the partnership facility may be used by all partners. Each partner

will share in the cost of common space as set forth in section IV and Attachment A. These areas will be maintained by the building owner or leaseholder in good condition and in compliance with the applicable provisions of Americans with Disabilities Act, and the regulations issued there under.

#### **X. Indemnification**

The parties recognize that the partnership consists of various levels of government, not for profit, and for profit entities. 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. Each non-state agency partner will hold harmless and defend all other partners to this Agreement from any and all claims for damages, including costs and attorneys fees resulting in whole or in part from the partner or its agents' activities under the Agreement.

#### **XI. Use and Disclosure of Information**

Each party to this Agreement shall use any private and confidential information, provided or owned by any partner agency, including the Employment Security Department, solely for the purpose for which the information was disclosed. No party shall disclose or misuse any private or confidential information under this Agreement unless the disclosure is authorized by law. The misuse or unauthorized release of private and confidential information shall subject the party, its employees or agents to a civil penalty of five thousand dollars and other applicable sanctions under state and federal law. (RCW 50.13).

In the event private and confidential information of the Employment Security Department, including, but not limited to, JobNet information, must be shared with any of the partners to this agreement, the parties will enter a separate contractual agreement.

#### **XII. Termination**

Reference to funds identified in support of this Resource Sharing Agreement is contingent upon receipt of those funds by the partners. In the event that funding for a partner's participation in WorkSource is eliminated or reduced such that the partner can no longer continue its participation in this agreement (as evidenced by a copy of a letter of notification to reduce funds), that partner may terminate its obligation under this agreement upon 90 days written notice. Upon the withdrawal of any partners, the Resource Sharing Agreement will be modified in order to reallocate costs among the remaining partners. If any remaining partner does not have sufficient funding to meet their increased obligation, they may discontinue their participation in the Resource Sharing Agreement and withdraw from participation within the [cCenter](#). This agreement may be terminated at any time upon written agreement of all parties hereto. The Site Operator will notify the WDC within seven working days of intent to terminate any mandatory partner or position at the [cCenter](#).

#### **XIII. Disputes**

In the event that disputes should arise regarding the terms and conditions, the performance, or administration of this Agreement which cannot be resolved informally, the following procedure will be conducted: each party to this agreement shall select an individual to participate in a dispute resolution panel; these individuals shall select, by a simple majority vote, a person not a party to this Agreement who will chair the dispute resolution panel; the panel shall hear the facts of the dispute and render a decision by simple majority vote. This process

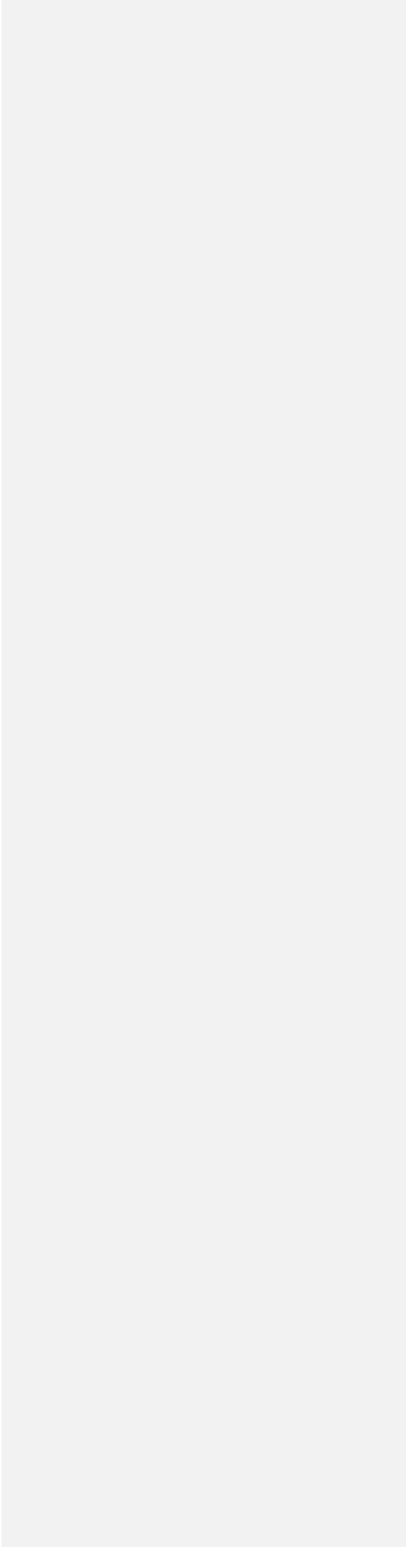
shall be invoked before proceeding to any lawsuit or civil action.

**XIV. Facility Alterations or Modifications**

Should any of the partners wish to make physical alterations or modifications to the facility, requests for such shall be made to the facility owner, through the leaseholder if appropriate, detailing the requested alteration and/or modification. The request shall be subject to the approval of the facility owner and/or leaseholder. If approved, the cost of such alterations and/or modifications shall be the sole responsibility of the requesting partner, unless otherwise agreed. Upon termination, expiration of this Agreement, or a partner's withdrawal from the agreement, the premises shall be returned to its normal condition, solely at the expense of the partner who made the original alteration/modification, unless other arrangements are agreed to between the partner and the building owner/leaseholder.

The members of the partnership agree to all the terms of this Agreement by signing this document.

This Agreement has been approved as to form only by the Washington State Office of the Attorney General.



## WorkSource Lynnwood



STATE OF WASHINGTON  
 DEPARTMENT OF SOCIAL AND HEALTH SERVICES  
 Alderwood CSO • 20311 52<sup>nd</sup> Ave West, PO Box 97012  
 Lynnwood, WA 98046-9712 • (425) 673-3000

### RESOURCE SHARING AGREEMENT

#### I. PURPOSE

The purpose of this Agreement is to establish the terms and conditions under which the partners at the WorkSource of Lynnwood Center located at 20311-52<sup>nd</sup> Avenue West, Lynnwood, WA 98036, will share resources in performing the One Stop implementation plan. The partnership consists of the following:

#### B. Private agencies –

Operation Improvement/ YWCA	3301 Broadway	Everett 98201-4499	(425) 258-2766
Work Opportunities	6515 202 <sup>nd</sup> St SW	Lynnwood 98036	(425) 778-2156
TRAC Associates	8625 Evergreen Way	Everett 98208	(425) 514-3358
Community Trades & Careers/Sunrise Services	811 Madison	Everett 98203	(425) 353-7521
Refugee Forum	801 Wetmore Ave	Everett 98201	(425) 388-9307

#### C. Governmental agencies –

Department of Social & Health Services (DSHS):	20311 – 52 <sup>nd</sup> Ave West	Lynnwood 98036	(425) 673-3337
Division of Voc. Rehab	840 N Broadway, STE 500	Everett 98201	(425) 339-4868
Alderwood Community Services Office	20311 52 <sup>nd</sup> Ave West	Lynnwood 98036	(425) 673-3340
Edmonds Comm. College	20000 68 <sup>th</sup> Ave West	Lynnwood 98306	(425) 640-1433
Employment Security Dept	20311 52 <sup>nd</sup> Ave West	Lynnwood 98036	(425) 673-3300
Snohomish County Housing Authority	12625 - 4 <sup>th</sup> Ave W, Suite 200	Everett 98204	(425) 290-8499
Snohomish County Work- force Development Council	917 134 <sup>th</sup> St, Suite B-3	Everett 98204	(425) 921-3477

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## III. DEFINITIONS

**Agreement Manager** is Debbie Corn, Administrator, Alderwood Community Service Office, and is identified as the person responsible for the oversight, monitoring and review of fiscal functions of the Resource Sharing Agreement.

### **Cost Allocation Methodology:**

- FTE Percentage: Partners will be charged costs based upon the percentage of Full-Time Equivalent (FTE) employees relative to the total FTE's in the partnership. The percentage may be adjusted quarterly by written agreement of the parties.
- Direct Charge: Telecommunications, including voice mail, will be a flat rate charge, based on each partner's level of FTE participation. Additional voicemail boxes for the same phone number will be charged to the Partner requesting the additional mailbox.

**Fiscal Lead** is the Alderwood Community Service Office, a member of the partnership, and designated by the partnership to be responsible for all fiscal activities related to the operation of this Resource Sharing Agreement.

## TIME FRAME OF AGREEMENT

This agreement becomes effective **July 1, 2002, and continues until June 30, 2003**, unless terminated as provided for herein. The Parties of this Agreement reserve the right to extend the period of performance for a period not to exceed six months. (or a time frame agreeable by all)

## IV. SHARING OF PARTNERSHIP COSTS

Costs of the partnership shall be shared on an FTE percentage basis with the exception of telecommunications (including voice mail). Telecommunications will be charged as a flat rate. Partners will be charged for any additional voicemail boxes requested by them for their assigned phone numbers. Shared costs include rent (including utilities and janitorial services), supplies, copy machine rental, non-data processing repairs, and data e-processing repairs.

A summary of total estimated costs for the period of this agreement and each partner's estimated share is provided below: Cost period to include July 2002 through June 2003. The following calculations were based on the monthly costs shown on Attachment A. One cubicle is utilized as FAX and mail center for WorkSource. The monthly rent and operating costs for positions funded by WIA are included in the DSHS budget and will be billed directly to the WDC by DSHS.

Operation Improvement – 3 cubicles	\$ 35,497.80
Work Opportunities – 2.0 cubicles	\$ 23,665.20
DVR - 1 cubicle	\$ 11,832.60
Edmonds Community College - <del>1</del> 3 cubicles	\$ 35,497.80
Snohomish County Housing - .5 cubicle	\$ 5,916.30
Employment Security Dept. - 12 cubicles	\$ 141,991.20
Refugee Forum - 1 cubicle	\$ 11,832.60
CTC – 3.4 cubicles	\$ 40,230.84
TRAC Associates – 2 cubicles	\$ 23,665.20
DSHS – 4 cubicles	\$ 47,330.40

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TOTAL \$ 377,460.00

**Cost Allocation Plan:** The Cost Allocation Plan is attached as Attachment A to the Resource Sharing Agreement and incorporated herein by reference. Costs shown reflect the ~~five~~twelve-month period of this agreement.

In the event estimated costs exceed, or are less than actual costs, partners are still responsible for their shares of costs based upon the cost allocation methodology described in Section II.

#### **~~V~~. RESOURCE SHARING AGREEMENT MANAGEMENT**

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The **Agreement Manager** is responsible for the billing and payment of shared costs. The Agreement Manager is responsible for oversight and review of shared costs for the partnership as well as monitoring of the partnership allocation methodology and funding information. All notices regarding this Agreement shall be sent to the Agreement Manager at the following location:

Debbie Corn  
20311 52<sup>nd</sup> Avenue West  
Lynnwood, WA 98036  
Phone (425) 673-3006  
Fax (425) 672-2295  
e-mail address: [cornda@dshs.wa.gov](mailto:cornda@dshs.wa.gov)

#### **~~VI~~. BILLING AND PAYMENT**

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Billing and manner of payment of shared costs shall be as agreed to between the Fiscal Lead and the individual partners. Methods may include, but are not limited to journal voucher transaction or invoice and warrant transaction. All payments shall be made to the Department of Social and Health Service, **Alderwood CSO, PO BOX 5516, Lynnwood, WA 98046**. Any partner may make advance payment for any time period, if their funding source regulations allow such payments. The Fiscal Lead shall bill on a monthly basis. The Fiscal Lead must receive all payments no later than 30 calendar days after receipt of invoice or notice for payment. If this Agreement is terminated, or if any partner withdraws, in accordance with the termination provision contained herein, any payments due hereunder shall be prorated based on the effective date of the termination or withdrawal.

#### **~~VII~~. MONITORING**

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The partners agree that performance and operation, as well as the cost allocation methodology of this Agreement will be reviewed by the Agreement Manager quarterly. The Agreement Manager will provide the partners the results of this review **quarterly** so the partners may determine if they wish to modify the Agreement in accordance with Section VI.

## ASSURANCES

- This Agreement will be interpreted under Washington State ~~L~~aw or ~~F~~federal ~~L~~aw as applicable.
- Each partner warrants that it will comply with all ~~F~~federal, ~~S~~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.
- The partners understand and agree that workspace is for WorkSource related activities and all workers occupying space in WorkSource would be expected to contribute to the WorkSource schedule of duties.
- All press releases, brochures, printed material, reports and newsletters related to services under this Agreement will recognize the partners and funding sources and be approved by all parties prior to release.
- All partners may use areas designated as common areas within the partnership facility. Each partner will share in the cost of common space as set forth in section IV and Attachment A. The large meeting room known as the Great Room is not included in the cost of common space. The building leaseholder will maintain these areas in good condition and in compliance with the applicable provisions of American with Disabilities Act, and the regulations issued thereunder.

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## ~~IX~~ 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 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. Each non-state agency partner will hold harmless and defend all other partners of this Agreement from any and all claims for damages, including costs and attorneys fees resulting in whole or in part from the partner of its agents' activities under the Agreement.

In case of negligence of both state agency partner(s) and non-state agency partner(s) any damages allowed shall be levied in proportion to the percentage of negligence attributable to each party.

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## ~~X~~ USE AND DISCLOSURE OF INFORMATION

Each party agrees 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 which may be classified as confidential, shall not be disclosed to other persons without each parties written consent, except as may be required by law.

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## TERMINATION

Funding obligations identified in support of this Resource Sharing Agreement is contingent upon receipt of those funds by the partners. Any partner may withdraw from this Agreement in the event that funding is either eliminated or reduced such that the partner can no longer continue its participation in this Agreement. Such withdrawal shall be effective upon written notification to the Agreement Manager for lack of funding or upon the vacating of the premises by the partner whichever is later. Any partner may withdraw from this Agreement at any time by giving written notice of their withdrawal to the Agreement Manager at least thirty (30) calendar days prior to the effective date of withdrawal. ~~Upon the withdrawal of any non state agency partner, the costs associated with this Agreement shall be reallocated by the Agreement Manager among the remaining partners, and this Agreement shall be modified in writing accordingly.~~ This Agreement may be terminated at any time upon written agreement of all the parties hereto.

If for any cause, any party does not fulfill in a timely and proper manner its obligations under this Agreement, or if any party violates any of these terms and conditions, the aggrieved party will give the other party written notice of such failure or violation. The responsible party will be given the opportunity to correct the violation or failure within 15 working days. If failure or violation is not corrected, this Agreement may be terminated immediately by written notice of the aggrieved party to the other.

## ~~XI~~ DISPUTES

In the event that disputes should arise regarding the terms and conditions, the performance, or administration of this Agreement which cannot be resolved informally, the following procedure will be conducted: each party to this Agreement shall select an individual to participate in a dispute resolution panel; these individuals shall select, by a simple majority vote, a person not a party to this Agreement who will chair the dispute resolution panel; the panel shall hear the facts of the dispute and render a decision by simple majority vote. This process shall be invoked before proceeding to any lawsuit or civil action.

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## ~~XII~~ FACILITY ALTERATIONS OR MODIFICATIONS

Should any of the partners wish to make physical alteration or modifications to the facility, request for such shall be made to the Agreement Manager, detailing the requested alteration and/or modification. The request shall be subject to the approval of the Agreement Manager. If approved, the cost of such alteration and/or modifications shall be the sole responsibility of the requesting partner, unless otherwise agreed. Upon termination, expiration of the Agreement, or a partner's withdrawal from the agreement, the premises shall be returned to its normal condition, solely at the expense of the partner who made the original alteration/modification, unless other arrangements are agreed to between the partner and the building owner/leaseholder.

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The members of the partnership agree to all the terms of this Agreement by signing below:

**THIS AGREEMENT HAS BEEN APPROVED AS TO FORM ONLY BY THE  
WASHINGTON STATE OFFICE OF THE ATTORNEY GENERAL.**

**Attachment A**

**WORKSOURCE PROJECTED  
OPERATING EXPENSES**

<b>Code</b>	<b>Category</b>	<b>Average Monthly Cost</b>
ED 1110	Base Rent	\$ 23,098.00
ED 1330	Utilities	2,142.00
EQ	Equipment	2,702.00
ER	Facility Maintenance	209.00
EA 1110	Office supplies/materials	3,304.00
Total		<u>\$ 31,455.00</u>

**$\$31,455 / 31.9 = \$986$  per month rental costs**

**$\$377,460$  year**

## Appendix 7: Core, Intensive, and Training Services

### CORE SERVICES

- (1) Determine of whether an individual is eligible to receive WIA I-B services.
- (2) Outreach, intake (which may include worker profiling), and orientation to the information and other services available in the WorkSource system.
- (3) Initial assessment of skill levels, aptitudes, abilities, and supportive services needs.
- (4) Job search and placement assistance and, where appropriate, career counseling.
- (5) Provision of employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas including:
  - (i) Job vacancy listings in such labor market areas;
  - (ii) Information on job skills necessary to obtain the listed jobs; and
  - (iii) Information relating to local occupations in demand and the earnings and skill requirements for such occupations.
- (6) Provision of program performance information and program cost information on:
  - (i) Eligible providers of training services described in WIA section 122;
  - (ii) Eligible providers of youth activities described in WIA Section 123;
  - (iii) Providers of adult education described in Title II of WIA;
  - (iv) Providers of postsecondary vocational education activities and vocational education activities available to school dropouts under the Carl D. Perkins Vocational and Applied Technical Education Act;
  - (v) Providers of vocational rehabilitation program activities described in title I of the Rehabilitation Act of 1973.
- (7) Provision of information on how the local area is performing on the local performance measures and any additional performance information with respect to the WorkSource Washington system in the local area.
- (8) Provision of accurate information relating to the availability of supportive services including, at a minimum, child care and transportation, available in the local area and referral to such services as appropriate.
- (9) Provision of information regarding filing claims for unemployment compensation.
- (10) Assistance in establishing eligibility for:
  - (i) Welfare to Work activities authorized under section 403(a)(5) of the Social Security Act available in the local area;
  - (ii) Programs of financial aid assistance for training and education programs that are not funded under WIA and are available in the local area.
- (11) Follow-up services including counseling regarding the workplace for participants in workforce investment activities authorized under WIA Title I-B who are placed in unsubsidized employment for not less than 12 months after the first day of placement as appropriate.

Universal Access

WIA Only

#### INTENSIVE SERVICES

- (1) Comprehensive and specialized assessments of the skill levels and service needs which may include:
  - (i) diagnostic testing and use of other assessment tools;
  - (ii) in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- (2) Development of a Individual Employment Plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals.
- (3) Group counseling.
- (4) Individual counseling and career planning.
- (5) Case management for participants seeking training services.
- (6) Short-term pre-vocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare for unsubsidized employment or training. This includes short-term occupationally-related skills training for a duration of less than 24 hours.
- (7) Out-of-area job search assistance.
- (8) Literacy activities related to basic workforce readiness such as English as a Second Language, **a**Adult **b**Basic **e**Education, and GED Preparation courses.
- (9) Relocation assistance.
- (10) Internships.
- (11) Work experience in the public, private non-profit, and private-for-profit sectors.

#### TRAINING SERVICES

- (1) Occupational skills training of 24 or more hours in length including training for non-traditional employment.
- (2) On-the-Job Training.
- (3) Training programs that combine workplace training with related instruction which may include cooperative education programs.
- (4) Training programs operated by the private sector.
- (5) Skill upgrading and retraining.
- (6) Entrepreneurial training.
- (7) Job readiness training not described above.
- (8) Adult education and literacy activities provided in combination with services described above.
- (9) Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

## Appendix 8: Summary of Updates to Plan

### II. WIA TITLE I-B LOCAL SYSTEM READINESS

#### B. Local Administrative System

- *Has your designated fiscal entity or grant recipient changed or are the plans to change? Describe developments in the competitive processes your area uses and how you have strengthened the conflict of interest "firewall" if you have local WDC staff providing direct services.*

Snohomish County transferred grant recipient designee from SnoNet to the Snohomish County Workforce Development Council effective July 1, 2001. Snohomish County transferred fiscal entity designee from itself to the Snohomish County Workforce Development Council on April 1, 2002.

The Snohomish County Workforce Development Council has utilized an open competitive process to procure WIA Title I-B Youth Program services since the inception of the Act. The most recent Request for Proposals (RFP) was issued for Program Year 2002 services: the contractors selected through that process are continuing to provide services in Program Year 2003. The WDC will issue a new RFP for additional Program Year 2003 funds. The focus of the new RFP will be to procure services that are in conformance with anticipated provisions of WIA reauthorization.

The WDC has utilized a consortium application process to select WIA Title I-B Adult and Dislocated Worker Program WorkSource Snohomish County Center site operators and partners. In Program Year 2003, the WDC will issue RFPs for On-the-Job Training/Placement and Follow-up/Wage Progression services to WIA-registered participants. The WDC has utilized an open competitive process to procure comprehensive affiliate and self-service sites. The WDC will procure an enhanced self-service site in north Snohomish County.

The WDC utilizes both open-ended and term-limited applications and RFPs to procure industry-focused customized training providers. New provider(s) will be sought for Program Year 2003.

The WDC issues contracts for the provision of WIA-funded direct services to job seekers.

- *Have procurement policies been established or revised since your initial plan? Describe changes or developments in the procurement process your areas uses by attaching any updated or new policy.*

The WDC's procurement policy was revised on July 1, 2002 and is provided in Attachment 1.

- *Provide information on ways in which your area is reaching out to faith based and community organizations as required by DOL Training and Guidance Letter (TEGL) 17-01.*

The WDC currently contracts directly and through subcontracts with a number of faith and community-based organizations. There are also faith and community-based organizations that do not receive WIA funds housed in the WorkSource Snohomish County cCenters where they deliver a wide range of human services. These entities also leverage their non-WIA funds with WIA funds through our integrated service delivery model for maximum effectiveness. These organizations are represented on the Partnership: several are also represented on the WDC itself. The WDC will also be issuing RFPs throughout Program Year 2003 to which faith and community-based organizations may respond. These RFPs will be posted on the WDC's website at <http://www.snocowdc.org> and are easy to locate and understand. They will also contain hyperlinks to related educational materials. The WDC will also distribute notice of the availability of these RFPs electronically to a wide range of stakeholders, including faith and community based organizations. The WDC will host bidders' conferences for these RFPs, providing technical assistance to first-time as well as experienced bidders. All providers selected to deliver WIA-funded services through the WorkSource Snohomish County system will receive equal opportunity training provided by the WDC's EO Officer. All, too, will receive training in SKIES, labor exchange, O\*Net, delivery of Job Hunter modules, and other training needed to successfully implement their contractual responsibilities under the Act.

### III. WIA TITLE I-B AND WAGNER-PEYSER SERVICE STRATEGIES

- *Note the most significant operational development towards an integration of service delivery in your local area and meeting the needs of your local area. Include any changes to the number of cCenters or aAffiliate sSites and describe new partners.*

The WorkSource Snohomish County system was launched at the inception of WIA as an integrated service delivery system with two cCenters, one in Everett and one in Lynnwood. Since that time, the system has expanded to include targeted affiliate sites, the WorkSource Aerospace Center at Paine Field and the WorkSource Youth Center, as well as an enhanced self-service site, WorkSource Sky Valley. During PY 2003, additional affiliate, enhanced self-service, and self-service sites will become operational. These sites include a comprehensive affiliate site operated by Apprenticeships and Nontraditional Employment for Women and Men (ANEW) as well as a targeted affiliate site in the Lakewood/Arlington School Districts, an enhanced self-service site in north Snohomish County, and several self-service sites that are receiving start up assistance through the Young Offender Initiative Demonstration Grant program, Project REACH.

The WDC has worked closely with Washington State Employment Security Department to develop a fully integrated program for employees laid off by The Boeing Company utilizing Trade Adjustment Assistance, National Emergency Grant, and Dislocated Worker Program funding. This effort is described in further detail below.

The WDC has also utilized resources to integrate business and industry-focused services into the WorkSource Snohomish County system. This has included the provision of incumbent worker training to employees of a major manufacturing company; the provision of funds to community colleges to enhance health care training capacity; the provision of industry-focused training to fill skills gaps for a telecommunications company; and the provision of industry-focused training to fill skills gaps in building and construction crafts and trades apprenticeship programs through subcontracts with the Tulalip Tribes, Edmonds Community College, and ANEW. The Partnership has also mobilized to address the challenges faced by the aerospace industry in Snohomish County, addressing industry **R**apid **R**esponse needs and needs of workers being dislocated from 75 companies.

- **Describe any significant changes in Wagner-Peyser services. Indicate how the Wagner-Peyser will meet the new requirements of the Jobs for Veterans Act (P.L. 107-228). This includes providing priority service to veterans and other covered persons. Indicate your area's intent to follow **f**ederal regulations, guidance, and **s**tate policy that is issued.**

In Program Year 2003, Wagner-Peyser funds will continue to be directed to six services:

- (1) Job Openings Listings (unsuppressed and suppressed),
- (2) Job Seeker Listings,
- (3) Job Referrals,
- (4) Intake/Triage,
- (5) Referral to Other Services, and
- (6) Provision of Labor Market Information.

The priority for labor exchange services will continue to be:

- (1) Special Disabled Veterans;
- (2) Veterans of the Vietnam Era;
- (3) Disabled Veterans;
- (4) All Other Veterans and Covered Individuals;
- (5) Persons with Disabilities;
- (6) Unemployment Insurance Claimants, Agricultural Workers, Migrant and Seasonal Farmworkers, Food Processing Workers; and
- (7) All Other Job Seekers

with the caveat that the order of priority for veterans will change to conform with the Jobs for Veterans Act, **f**ederal regulations and guidance, and final **s**tate guidance, if necessary.

- **Indicate any changes or developments in the original one-stop operator designation and operator functions, roles, and responsibilities. If your area has a partnership for a one-stop operator, update any changes to who the partners are.**

Site operators of WorkSource Snohomish County cCenters and affiliate sites are responsible for fulfilling the following functions for all WorkSource cCenter or affiliate site participating partner agencies (“partners”).

A. General responsibilities include the following:

- (1) Convene a local oversight committee made up of partner management staff, develop a mutual decision making process, and define their roles and responsibilities to the center or affiliate site.
- (2) Ensure the provision of quality core, intensive, and training services to eligible and registered participants consistent with WIA, applicable fFederal regulations, SState provisions, WDC policies, and WorkSource procedures.
- (3) Ensure that all partners within the cCenter or affiliate site participate in all required certification and recertification processes.
- (4) Monitor and manage continuous quality improvement (CQI) processes and progress toward annual CQI goals within parameters established by the WDC. Ensure that all partners within the cCenter or affiliate site participate in all CQI efforts.
- (5) Ensure that all partners within the cCenter participate in employer services and Bbusiness Sservices team-Team activities led by the WDC and/or the site operator.
- (6) Ensure the maintenance of effort of each partner for the provision of core and business services.
- (7) Ensure that the marketing and use of the WorkSource Washington, WorkSource Snohomish County, and WorkSource cCenter or affiliate names and logos by all partners in a manner consistent with sState and local policies and business practices established by the site operator.
- (8) Develop a conflict resolution plan and complaint procedure agreeable to the partners.
- (9) Maintain high quality administrative, fiscal, and personnel systems consistent with generally accepted principles and government requirements.
- (10) Develop a system for monitoring program activity that tracks registrations and outcomes for each partner.
- (11) Develop a mechanism to collect and respond to customer feedback in a timely and sensitive fashion.
- (12) Monitor the needs and activities of all partners providing mandatory program services.

B. The Site Operator Manager, working with the local oversight committee, is responsible for the following:

- (1) Develop procedures consistent with the WIA, fFederal regulations, sState provisions, and WDC policies.
- (2) Communicate with the WDC and its staff to report performance and enhance the WorkSource system.
- (3) Monitor performance for the cCenter or affiliate site, managing any corrective action processes agreed upon by the WDC, local oversight committee, and/or partners.

- (4) Maintain centralized hard copy files of client records which partners can access as appropriate and allowable.
- (5) Ensure services delivered in the Center or affiliate site are in compliance with their respective fund source(s).
- (6) Ensure the Center or affiliate site operates in all other ways within the parameters established by the WDC.
- (7) Ensure that all Center or affiliate site operations conform with EEO and other statutory requirements and adherence to established complaint and hearing procedures.
- (8) Manage the Center or affiliate site facility including resource sharing agreements.

C. Eligibility responsibilities include the following:

- (1) Ensure collection of sufficient information to determine and document eligibility for the WIA I-B Youth Program, WIA I-B Dislocated Worker Program, and/or the WIA I-B National Emergency Grant Program and/or to determine and document priority for service (including registration of non low-income clients) under the WIA I-B Adult Program within established WDC parameters.
- (2) Manage the information collection and priority determination process.
- (3) Determine adult registrants' eligibility to move from core to intensive services.
- (4) Determine adult registrants' eligibility to move from intensive to training services and the appropriateness of the proposed services.
- (5) Maintain primary participant records for use by partners, monitors, and auditors.

D. Responsibilities related to on-the-job training providers includes the following:

- (1) Establish and maintain a list of providers eligible to provide on-the-job training including determination that threshold criteria are met and that accurate performance data are provided and available consistent with the WIA, Federal regulations, State provisions, and WDC policies.

E. Registrant expenses payment and training responsibilities include the following:

- (1) Manage the obligation, deobligation, and reobligation of funds for registrant and registrant-related work experience, on-the-job training, tuition, books, supplies, supportive and other participant/participant-related expenses for the center or affiliate site.
- (2) Establish and maintain systems to monitor eligibility for and issuance of payment for registrant and registrant-related goods and services within established limits including spending beyond the levels established for intensive and training services for the Center or affiliate site.
- (3) Serve as employer of record for participants in paid work experiences.
- (4) Maintain a list of vendors who will accept purchase orders or other authorizations for payment in established forms for the issuance of registrant/registrant-related payments.

F. Quality control/management information system staff responsibilities include the following:

- (1) Review information and documentation collected regarding client eligibility for the WIA I-B Youth Program, WIA I-B Dislocated Worker Program, and/or the WIA I-B National Emergency Grant Program and/or priority for service (including registration of non low-income clients) under the WIA I-B Adult Program within established WDC parameters for completeness, accuracy, and internal consistency.
- (2) Validate the eligibility determination made for each program and service as required by federal, state, and local policy.
- (3) Enter validated information into the local and state-designated management information system(s).
- (4) Conduct data validation and reconciliation processes.
- (5) Generate standard and ad hoc reports as needed by the site operator and partners for the management of center or affiliate site processes and attainment of outcomes.
- (6) Maintain individual participant files for use by partners consistent with data sharing and confidentiality requirements.
- (7) Make files available to monitors and auditors as needed.
- (8) Maintain all partially completed files, including a record of registration deficiencies, and files of individuals found ineligible for program services in conformance with EO requirements.

WorkSource Snohomish County does not have any partnerships acting as one-stop operators.

- *Note any changes or plans to change the designation process or competitive process used to identify your current one-stop operator or operator partner(s).*

The WDC will be issuing a competitive RFP to select partners to provide on-the-job training/placement and follow-up/wage progression services in Program Year 2003. The WDC's Program Services Committee is currently reviewing options, including designation and competitive process, for selecting one-stop operators for Program Year 2004. Should the WDC opt for a competitive process, all partners will also need to participate in a competitive process to receive WIA funds.

- *Have initial designations been extended? For what period of time?*

The initial designations of the WorkSource Everett and Lynnwood Centers have been extended through August 31, 2003. Application for recertification will be completed following approval by the WDC of these centers' applications for Program Year 2003 WIA funds.

- *Describe enhancements or new approaches to enhance partner participation in sharing information and making decisions about WorkSource business practices.*

The WDC is actively involved in a horizontal strategic planning process with the Economic Development Council of Snohomish County, institutions of higher education, faith and community based organizations, local government, business, labor, and other stakeholders to develop a common vision and blueprint for collaborative economic, community, workforce, and human development in Snohomish County. The WDC hosted a retreat through which this process was launched. Ongoing community committees are developing action plans that address these issues as well as related issues that impact the competitiveness of our local business environment such as tax and regulatory reform and infrastructure support.

Additionally, the WorkSource Snohomish County Partnership has been meeting on a monthly basis since the start of planning for a one-stop system in Snohomish County. The partners in each cCenter also participate in weekly local oversight committee meetings during which they share information and make decisions about business practices in the cCenter within parameters established by the WDC.

Our system has also launched several additional initiatives. First, our Youth Council has served as the guiding force behind the Snohomish County effort to enhance one-stop services to youth. The Youth Council also launched the Young Offender Initiative which is now being steered by the Project REACH Partnership which involves many existing and new WorkSource Snohomish County partners. The WorkSource Snohomish County Partnership launched the Advancement through Customized and Comprehensive Services in Snohomish County (ACCESS) Initiative which is participating in the implementation of our Work Incentive Grant. The WDC and Washington State Employment Security Department also joined forces to launch a Homeless Veterans' Reintegration Program in Snohomish County.

- ***Indicate how the Workforce Investment Act programs will meet the new requirements for federally funded DOL job training programs in the Jobs for Veterans Act (P.L. 107-228). This includes providing priority of service to veterans and other covered persons. Indicate your area's intent to follow fFederal regulations, guidance, and sState tate policy that is issued.***

Priority for access to WIA Title I-B Adult Program funds will be given to (1) veterans and other covered individuals who meet the fFederal definition of low-income, (2) public assistance recipients and other individual who meet the fFederal definition of low-income, (3) veterans and other covered individuals who are otherwise eligible, (4) individuals who meet the sState, but not the fFederal, definition of low-income, and (5) individuals who are not low-income but are otherwise eligible consistent with WDC policy. Priority for access to WIA Dislocated Worker Program services will be given to eligible veterans and other covered individuals. WDC policies related to these priorities that are consistent with fFederal statute, regulations, and guidance will be issued following final issuance of sState policy to ensure conformance.

- ***Provide additional details about how the MOU is being carried out operationally with partners with respect to the MOU requirement on referrals. Specifically, all areas must attach or refer to a document or file which describes referral processes***

*among all required partners and between core, intensive, and training services which all partners have to agree to. Give a general description of the referral processes and/or protocols among and between partners who make referrals of customers within a center and between a center and affiliate or other programs. It should also include expectations or standards of partner programs regarding customer referral and follow-up.*

The WorkSource Snohomish County MOU is predicated upon the full integration of services among partner agencies. All partner agencies, including those funded through Wagner-Peyser and WIA and those that are not, contribute to the delivery of core services. All partner agencies that have employment as an outcome also contribute to the work of the Business Services Team. All assessments are conducted for the full array of programs offered by partners and each Individual Employment Plan developed utilizing all services from all programs for which a given job seeker is eligible as appropriate to achieve the goals of her/his plan. The financial planning that is conducted with the job seeker also takes into consideration all appropriate funding streams for the fulfillment of that plan. These principles are articulated in the MOU and in the applications issued annually by the WDC to WorkSource Center site operators for the receipt of WIA Adult and Dislocated Worker Programs. The responses submitted by the site operators on behalf of all the partners incorporate these principles and associated protocols. These responses are, in turn, incorporated into each partner's WIA contract(s) as the Statement of Work.

***III.B.1 and 2. Have you made or do you anticipate making changes or enhancements in service strategies in order to meet new goals and objectives or shifts in the local labor market and economy?***

The WDC will be issuing an RFP to obtain contractors to develop on-the-job training positions for WorkSource Snohomish County customers seeking employment. These contractors will also be responsible for marketing tax incentives and other supports available to business through the WorkSource Snohomish County system. Additionally, these contractors will be responsible for developing individualized job placement opportunities for individuals who are completing classroom training.

The WDC will also be issuing an RFP to obtain contractors to provide follow-up and wage progression services to WorkSource Snohomish County customers placed into employment, either directly or following training. In addition to worksite mediation and supportive services, these services may include upgrade training, either classroom-based or on-the-job.

These changes are being implemented in response to the profound changes to the labor market and economy following the .com bust and the horrific events of September 11, 2001 as well as to provide better support for follow up activities resulting in career lattice advancement and the attainment of self-sufficiency.

**III.B.3. Have you made or do you anticipate making changes or enhancements in service strategies or activities to youth in order to meet new goals and objectives or shifts in the local labor market and economy?**

At the recommendation of the Youth Council, the WDC made significant changes and enhancements to the service strategies for youth in Program Year 2002. These changes, which included the establishment of a WorkSource Youth Center and refinements to the targeting of WIA Title I-B Youth Program funds, will continue into Program Year 2003 and beyond to continue supporting the anticipated goals and objectives of WIA reauthorization.

**III.C.1. Describe any progress and future plans for an integrated service delivery approach to employers, e.g., business outreach, skills panels, incumbent worker, or customized training.**

WorkSource Snohomish County has been operating under an integrated service delivery approach toward employers since the inception of WIA. Business outreach is conducted by a Business Services Team of account executives with specialization in targeted industry clusters. The WDC has also launched a Health Care Skills Panel and is in the process of launching a High Tech Manufacturing Skills Panel that will address the needs of aerospace and other manufacturing businesses. The WDC has utilized WIA 10% funds targeted for training incumbent workers to meet the anticipated skills gap needs of a local manufacturing concern as well as to prevent the dislocation of its workers. Additionally, the WDC has funded industry-focused and customized training in the building and construction crafts and trades industry cluster and in the telecommunications industry cluster. The WDC has designated approximately \$600,000 for industry-focused training in Program Year 2003. Additionally, as noted above, the WDC is actively participating in a number of partnerships including the partnership developing the blueprint for sectoral approaches as part of the Snohomish County 2010 blueprint for education and economic development.

**III.C.2. Describe any planned "regional" or "interstate region" coordination activities and operating agreements.**

The WDC has participated in a number of regional coordination activities including the completion of a skills gap mitigation program for the Information Technology industry that it conducted with the Seattle-King and Tacoma-Pierce Workforce Development Councils. The WDC also participated in a regional hospitality industry initiative operated under the Workforce Training and Education Coordinating Board. It is currently operating an H1-B program in the health care industry with the Seattle-King and Tacoma-Pierce Workforce Development Councils. It is also participating in a statewide National Emergency Grant for the aerospace industry operated by Washington State Employment Security Department. The WDC is also an active participant in a regional workforce and economic development initiative designed to identify and strategically address the needs of the aerospace manufacturing industry. It is participating in a national Work Readiness Credentials project operated in Washington by the Workforce Training and Education Coordinating Board under the direction of the National Institute for Literacy. Finally, the WDC has been and is currently involved with the Department of Labor on several national initiatives including the

Department's initiative to enhance services to youth in one-stop centers, the Young Offender Initiative, the Homeless Veterans' Reintegration initiative, the Disability Program Navigator initiative, and the Drug Free Workforce initiative.

**III.C.3. Update any coordination of Rapid Response activities.**

- **Update information which addresses relevant requirements of the Trade Act Reform of 2002 related to integration with WIA, e.g., Rapid Response strategies, co-enrollment strategies. Refer to Operating Instructions for Implementing the Amendments to the Trade Act (TEGL 11-02) and TEGLs 21-00 and 5-00.**

The WorkSource Snohomish County system is a fully integrated system which addresses all aspects of the integration of Trade Act and Trade Act Reform of 2002 with WIA funding streams including National Emergency Grant, Dislocated Worker, and 10% funding.

Consistent with TEGLs 5-00 and 21-00, all Trade Act benefits and services in Snohomish County are delivered through the WorkSource Everett, Lynnwood, and Aerospace Centers with benefits and services being provided by State merit-staffed employees where required. These services are delivered within the context of the following shared key principles:

- ✓ a recognition that early intervention is critical to a dislocated worker's successful adjustment;
- ✓ provision of as much flexibility as possible to building a workforce investment systems that meets the needs of its clients;
- ✓ promotion of a seamless one-stop service delivery system that is customer friendly;
- ✓ elimination of duplicate assessments and other services among one-stop partners;
- ✓ promotion of a no-wrong door approach, that is, one in which the worker receives the services required to return to work, no matter where s/he enters the system.

This approach is also predicated on all ten Quality Rapid Response Program Principles as described below.

Sooner Versus Later: To assure the linkage between Rapid Response and Trade Act programs, the WDC funds two full-time Rapid Response staff who are members of the Business Services Team and function as account executives when not conducting Rapid Response activities. These staff provide businesses that issue WARN notices with the full range of Rapid Response services.

Aversion Better than Layoff: These services include Rapid Responses to early warning to determine if jobs can be saved through retraining or skill upgrading.

Customer Choice: When these aversion strategies are not able to prevent lay offs, Trade Act, Dislocated Worker, Unemployment Insurance, and, when appropriate, National Emergency Grant staff conduct in-plant briefings along with employers and labor regarding the range of services that will be available to affected workers. Workers are provided with detailed

information about the services available in the WorkSource Snohomish County [cCenters](#). Individuals may then sign up for orientations at the [cCenters](#).

The WorkSource Snohomish County system utilizes the core, intensive, and training model of integrated service delivery. All Wagner-Peyser, WIA, and non-WIA funded staff participate in the delivery of core and some intensive services including resource room support and Job Hunter modules. All job seekers are registered into Wagner-Peyser services and receive an initial assessment of additional service needs. Customer needs and choice drive the Individual Employment Plan developed including the selection of training in demand occupations from the Eligible Training Provider List.

Leverage Resources: For those individuals in need of training to become self-sufficient as quickly as possible, WIA and/or Trade Act funded staff develop financial plans which take into account all appropriate resources for which the individual is eligible. This includes not only those resources to support the cost of training, but also the resources needed for income support and supportive services. These resources include those provided by the business and organized labor. In the WorkSource Snohomish County system, virtually all staff delivering Trade Act and WIA services are funded through either the WIA Dislocated Worker Program or the National Emergency Grant. In addition to [fFederal](#) financial aid, tuition is generally paid through Trade Act although another source may be utilized for the payment of prerequisite course or short-term training costs. Income supports are generally paid through a combination of Unemployment Insurance, [fFederal](#) extension(s), [sState](#) extension(s), Trade Readjustment Allowances, and State Training Benefits. Supportive services which can not be otherwise financed are generally financed with WIA funds.

Thus, the WorkSource Snohomish County system utilizes all options in the Department of Labor funding matrix to ensure the effective integration of TAA, UI/TRA, Wagner-Peyser, WIA, and other funds into a single, unified plan of service designed to expedite the return of each affected worker to suitable employment leading to self-sufficiency.

Seamless Delivery: The job seeker completes a comprehensive set of documents through which eligibility for WIA and Trade Act services can be determined, consents obtained, assessment conducted, and a single Individual Employment/Training Plan developed that guides the delivery of all services, regardless of the partner providing those services. All service delivery transactions are recorded on a single set of forms and all such transactions, regardless of the program financing a given service or benefit, are entered into the single, statewide, management information system, SKIES.

In addition to an integrated documentation system, WorkSource Snohomish County uses a seamless case management approach toward the delivery of core, intensive, and training services that is predicated on best practices for active, client-centered case management that results in the delivery of **Individual and Tailored Care** rather than the "follow-up" case management approach historically utilized by Trade Act programs. Constant integration of resources to support staffing at an optimal client to case manager ratio which is much lower than "traditional" Trade Act ratios is an essential element of this delivery.

On-Site Better than Off-Site: As noted above, early intervention services are delivered at the business' site whenever possible. For large lay offs, the WDC establishes a temporary center, in a location that is both known and accessible to affected workers. For example, the current Trade Act/Dislocated Worker/NEG assistance being provided to workers laid off by The Boeing Company is being provided from the WorkSource Aerospace Center, located in the building formerly occupied by the Boeing Career Transition Center at Paine Field in close proximity to the company's Everett plant.

Active Promotion: As noted above, the WorkSource Snohomish County system actively promotes its reemployment and business services. This is done through web sites, through in-plant briefings, and by the Business Services Team of account executives. Additionally, the WDC produces a number of publications for widespread distribution to further promote system services.

Success is Measurable: As also noted above, all WorkSource Snohomish County system services have measurable outcomes which are captured in SKIES. Additional information for continuous quality improvement is captured through just-in-time measures of customer satisfaction at all Centers.

Consistent and Accurate Information: All staff who make presentations regarding WorkSource Snohomish County services, regardless of the funds from which they are paid, are trained to present uniform and factual information about the services and benefits of the system to job seekers and business.

Partnerships: The collaboration and cooperation of all partners in the system is critical to the full and effective integration of these various funding streams to the benefit of affected workers, their employers, and the community.

The processes through which each of these principles will be implemented for petitions filed on or after November 4, 2002 will be consistent with the requirements provided in TEGL 11-02.

***III.D. Provide any significant updates or plans to change Wagner-Peyser services which are described based on questions in the initial plan instructions, e.g., services to veterans.***

In Program Year 2003, Wagner-Peyser funds will continue to be directed to six services:

- (1) Job Openings Listings (unsuppressed and suppressed),
- (2) Job Seeker Listings,
- (3) Job Referrals,
- (4) Intake/Triage,
- (5) Referral to Other Services, and
- (6) Provision of Labor Market Information.

The priority for labor exchange services will continue to be:

- (1) Special Disabled Veterans;
- (2) Veterans of the Vietnam Era;
- (3) Disabled Veterans;
- (4) All Other Veterans and Covered Individuals;
- (5) Persons with Disabilities;
- (6) Unemployment Insurance Claimants, Agricultural Workers, Migrant and Seasonal Farmworkers, Food Processing Workers; and
- (7) All Other Job Seekers

with the caveat that the order of priority for veterans will change to conform with the Jobs for Veterans Act, fFederal regulations and guidance, and final sState guidance, if necessary.

***III.E. Attach any policies that are different from those discussed in your original plan. If applicable, include changes to the adult priority policy that may result from the Welfare-to-Work Program ending.***

In addition to the policy provided in Attachment 1, the WDC has established all new policies which conform with fFederal and sState regulations and policies since the implementation of the Workforce Investment Act. All current policies can be found on the WDC's website at <http://www.snocowdc.org>. Additionally, draft policies available for public comment can be found at the WDC's website.

Attachment 1



**VI. GENERAL PROGRAM MANAGEMENT POLICIES AND PROCEDURES**

**Memorandum #02-05**

To: WDC Staff  
Subject: Procurement Policy  
VII. Effective Date: July 1, 2002

**A. BACKGROUND**

In conformance with Washington State Policy Number 3405, Procurement and Selection of Service Providers, for Title I-B of the Workforce Investment Act, the Snohomish County Workforce Development Council (WDC) has developed this policy and these procedures for its procurement of goods and services.

**B. POLICY**

The WDC will procure goods and services in a manner most advantageous to the WDC. This will be assured by making awards for a given procurement action to the bidder/proposer that is the *most responsible*. "*Most responsible*" is defined as:

1. The ability, capacity, and skill of the bidder/proposer to perform the contract or provide the goods or services required;
2. Determination that the bidder/proposer can perform the contract or provide the goods or services within the time specified without delay or interference;
3. The character, integrity, reputation, judgment, experience and efficiency of the bidder/proposer;
4. The quality of performance of previous contracts, goods, or services;
5. Previous and existing compliance by the bidder/proposer with laws and ordinances relating to contracts, goods, or services;
6. The sufficiency of the financial resources and ability of the bidder/proposer to perform the contract or provide the goods or services;
7. The quality, availability and adaptability of the goods or services to the particular use required;
8. The ability of the bidder/proposer to provide future maintenance and service

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- for the use of the subject of the contract;
9. The number and scope of conditions attached to the bid/proposal;
  10. Compliance with affirmative action requirements and minority business enterprise and women's business enterprise evaluation criteria.
  11. All other things being equal between two bidders, the award shall be made to the bidder that makes the *lowest* offer. For the purposes of this policy, "*lowest*" means an offer of an otherwise equal good or service for the lowest price based on the quantity required by the WDC.

The value of the purchase to be made will determine the procurement method employed. The following procedures will be used in all cases. All bid information will be submitted before a purchase order or check is issued and will be retained as back-up in the WDC's fiscal records.

### C. PROCEDURES

(1) *Procurement of goods and services with a value less than \$5,000.* Buyers are responsible for ensuring the purchase is made from the source most advantageous to the WDC. Obtaining bids from vendors is strongly recommended.

(2) *Procurement of goods and services between \$5,000 and \$15,000.* Buyers will obtain telephone, e-mail, or written bids from at least three vendors or will provide a written explanation for the file when fewer than three bids are obtained (e.g., only two vendors provide the needed goods or services).

(3) *Procurement of goods and services between \$15,000 and \$50,000.* A formal Request for Bids/Proposals will be sent to three or more vendors. (The buyer will provide a written explanation for the file when fewer than three bids are solicited.) The Request for Bids/Proposals will specify the goods or services required and a date and location for written bids to be submitted.

a. Bid/Proposal Acceptance and Evaluation. Bids/Proposals shall be accepted as "best and final offers" without alteration or correction. Bids/Proposals shall be evaluated based on requirements set forth in Request for Bids/Proposals.

b. Award. The award shall be made with reasonable promptness by written or telephone notice to the successful bidder/proposer. The WDC reserves the right to reject any and all bids/proposals when such rejection is deemed to be in the best interest of the WDC.

(4) *Procurement of goods and services exceeding \$50,000.* A formal Request for Bids/Proposals shall be issued and evaluated utilizing the following procedures:

a. Announcement. Requests for Bids/Proposals will be publicly issued a minimum of five (5) days prior to the submission deadline. The announcement must

identify submission requirements as well as all evaluation factors and their relative importance including the method for conducting technical evaluations and selecting successful bidders/proposers.

b. Bid Proposal Acceptance and Evaluation. Bids/Proposals shall be accepted as "best and final offers" without alteration or correction. Bids/Proposals shall be evaluated based on requirements set forth in Request for Bids/Proposals.

c. Availability of Funds. The WDC President must confirm the availability of funds to award.

d. Award Approval. The award shall be approved by the WDC Executive Committee in a regular or special meeting.

e. Award. The award shall be made with reasonable promptness by written notice to the successful bidder/proposer. The WDC reserves the right to reject any and all bids/proposals when such rejection is deemed to be in the best interest of the WDC.

(5) *Sole Source Waivers.* The WDC may waive competitive bidding requirements for sole source purchases in a manner consistent with relevant OMB Circulars. Such waivers must be granted by the WDC President for goods and services with a value of up to \$15,000. Waivers for goods and services valued at \$15,000 or more must be granted by the Executive Committee.