



Spokane Area WORKFORCE DEVELOPMENT COUNCIL

Memorandum of Understanding Spokane Workforce Development Area (WDA XII) WorkSource Service Delivery System

1. Background

The Spokane Area Workforce Development Council has approved the Spokane Workforce Consortium and its signatory partners as the WorkSource Operator for the Workforce Development Area XII WorkSource system through June 30, 2012. These entities are Career Path Services, Educational Service District 101, Washington State Employment Security Department, and Goodwill Industries of the Inland Northwest. Each has an extensive history of successfully delivering employment and training services to customers in this area and working in partnership to improve our system. The role of the WorkSource Operator and partner organizations is to collaborate and coordinate a seamless service delivery system that will improve long-term outcomes for the businesses and individuals we serve.

2. Signatory Parties to this Memorandum of Understanding (MOU)

The signatory parties to this agreement, hereafter referred to as the “WorkSource Partners” or “partners” include: AARP Foundation WorkSearch, Aging and Long Term Care of Eastern Washington, Career Path Services, Community Colleges of Spokane, Washington State Department of Social and Health Services Division of Vocational Rehabilitation, Educational Service District 101, Washington State Employment Security Department, Goodwill Industries of the Inland Northwest, Greater Spokane Incorporated, Job Corps, the Spokane Public Library, Spokane Area Workforce Development Council (SAWDC), Spokane Regional Labor Council, and Washington State Department of Labor and Industries.

Partner participation in the local workforce development system takes place at two levels.

First, at the SAWDC level where members and/or required partner’s signatures to this Memorandum of Understanding (MOU) indicates each organization’s willingness to accept lead organization responsibility for specific goals identified in the Strategic Plan and to use their resources to achieve these goals.

The second level of participation in the local workforce development system takes place at the operations level. This level consists of partners and service delivery points that have agreed to be part of this system. Examples of this level of participation include the WorkSource Center, WorkSource Affiliate sites, WorkSource Connection sites, and other related programs. e.g., Job Corps, Senior Employment, etc.

3. **Purpose of the Agreement**

It is the purpose of this agreement to establish the framework for a collaborative and mutually beneficial relationship among the partners of the Spokane Workforce Consortium (SWC), the SAWDC, and other community partners in order to reduce redundancy, increase cost efficiency, and continuously improve services to our customers. Quality customer service is based on a "No Wrong Door" service delivery structure, wherein every entry point leads to services relevant to a customer driven service strategy. Collaboration among service providers and the integration of services to the fullest extent possible are the priorities of this system. This agreement is intended to identify the roles and responsibilities of the partners for planning and implementation of a functional, integrated service delivery system throughout the Spokane workforce development area.

4. **Strategic Vision**

The partners agree to support the mission, vision, and goals of the SAWDC through the design and implementation of responsive service delivery model that engages the business community in planning workforce needs, increases employment, and enhances job/career progression for area workers.

Mission: *Lead a dynamic, demand-driven workforce system.*

Vision: *Innovate workforce solutions for the Spokane Region.*

Goals:

- Closing the skills gap
- Supporting job creation
- Increasing wages
- Improving productivity
- Reducing poverty
- Developing a highly responsive and effective workforce system

5. **Guiding Principles**

Customer Focused Service

We will consider everyone who contacts our workforce development system a customer and deserving of a quality response and/or service. Our primary customers are employers and job seekers. Meeting their needs will continue to be the focus of every transaction.

Functional Integration of Service Delivery

We will plan, coordinate, and provide services to maximize the utilization of resources, and we will continuously enhance our integrated delivery system. This will result in a seamless system where there is no wrong door and everyone who contacts the center in any manner is considered a "shared" customer.

Each partner will maintain appropriate managerial control of their funded programs delivered in the one-stop center and responsibility for staff performance. As the work environment transforms to one with multiple partners serving common customers within the framework of functionally integrated teams, it is anticipated that functional supervision of staff will occur to facilitate enhanced customer flow and improve outcomes.

Enhanced Business Services

We will embrace business as a primary customer and as such will focus and concentrate on the development and implementation of innovative strategies to meet business workforce needs. The Business Solutions Team (BST) is comprised of WIA and ESD-funded staff and interfaces with a larger network of community partners engaged in serving business. This BST Partner Team meets monthly to share information and strategize on how to leverage resources and improve services.

Customer Satisfaction and Continuous Quality Improvement

We will continue to measure customer satisfaction and continuously improve services to our customers.

Commitment to Partnership

The strength of the local workforce system is founded upon the collaborative synergies achieved by the participating partners and it is implicit that all partners will coordinate their service delivery efforts with each other to the extent that they are aligned with their own organization's policies, directives, and obligations.

Fostering the partnership is vital to the dynamic evolution of WorkSource Spokane and the workforce development system. A Partner Leadership Team comprised of supervisors and/or managers of all the various partners and SAWDC staff meet bi-weekly to identify, discuss, and problem solve any operational issues. Quarterly meetings between SAWDC staff and managers of the affiliate sites serve to ensure consistent communication across the workforce system, including sharing of best practices and problem solving issues that arise.

Consensus Management

We will work closely to ensure that all the needs of our customers and the WorkSource system partners are met. We will make decisions by consensus at all levels of the organization and promote trust, ownership, and teamwork among the partners.

6. Partner Roles and Responsibilities

In consideration of the mutual aims and desires of the partners participating in this agreement and in recognition of the public benefit to be derived from the effective implementation of the programs involved, the partners agree that their respective responsibilities under this agreement will be as follows:

A. Spokane Area Workforce Development Council (SAWDC) will:

- Assist the Local Elected Officials in fulfilling the requirements of the federal Workforce Investment Act of 1998 (P.L. 105-220).
- Develop policies and oversee the quality and design of our local workforce development system
- Certify and oversee the WorkSource system within the Spokane workforce development area
- Define training priorities based on employer needs analysis
- Establish skills standards
- Ensure customer satisfaction

- Link with economic development efforts
- Address youth-related issues
- Educate others in the community about critical workforce issues
- Craft and implement the area strategic and local operations plans
- Award contracts for WIA Title I-B services which are consistent with the principles and goals of the WorkSource system
- Certify eligible training providers
- Establish and maintain the local Demand/Decline Occupations list
- Work with the WorkSource Center's Business Solutions Team to coordinate Rapid Response events

B. The Partners

Partners agree to support the provision of core, intensive, and training services through the one-stop delivery system. Services will be provided in an authentically integrated, team-based system. Within the comprehensive one-stop environment, all WIA Title I-B and Wagner-Peyser funded partners will be members of functionally integrated teams – functions will include Reception/Greeter - Front End Services, Comprehensive Service and Skills Development – Skills/Employment Service, as well as contribute staff to the Business Solutions Team. Partners will also coordinate services and referrals to youth services in the Next Generation Zone. Each of these partners will:

- Participate in implementation of the Workforce Investment Act (WIA) Spokane Area Strategic Plan for Workforce Development
- Participate in the WorkSource System and its required operating systems, including customer tracking and accountability through the Services, Knowledge and Information Exchange System (SKIES), the WorkSource Membership System (WMS), and continuous quality improvement
- Promote the WorkSource Spokane System
- Support functional integration of services
- Work with the Site Operator to develop cross-referral protocols and coordination of other services as appropriate
- Refer customers within the system and to other providers that may best meet their needs
- Agree to the level of confidentiality between partners
- Support voluntary co-location where practical and integration of services
- Provide financial support or in-kind services as negotiated in the Resource Sharing Agreement
- Provide financial support for the system by utilizing their organization resources to achieve lead organization goals of the Spokane Area Strategic Plan for Workforce Development

CORE SERVICES consist of:

- Eligibility screening for any program
- Outreach, intake, orientation
- Initial assessment, either self-service or one-an-one
- Career counseling
- Job search and placement assistance
- Labor market information
- Access to job listings

- Translation services
- Information about the performance and cost of education and training providers in the area
- Information on supportive services
- Information and referral to community resources
- Information relating to the availability of supportive services such as childcare and transportation
- Information on filing for unemployment compensation
- Information on performance of local area programs and services
- Job Hunter modules 1-5
- Follow-up for 12 months for eligible individuals registered into a WIA Title I-B program who received intensive and training activities

INTENSIVE SERVICES consist of all of the following:

- Comprehensive assessment, either for WorkSource generically or for a specific program
- Results Oriented Management and Accountability evaluation of status in multiple life domains
- Individual counseling
- Case management for individuals participating in training
- Group counseling
- Instruction in literacy, adult basic education, GED preparation, English as a Second Language
- Short term pre-vocational counseling and assistance including the development of learning skills, communication skills, interviewing, punctuality, personal maintenance skills and professional conduct
- Short term computer skills training for basic employment competency
- Other training modules not categorized as core service, e.g., Intensive Job Hunter modules
- Out-of-area job search expenses, relocation expenses
- Work experience (WEX)
- Placement assistance
- Job retention assistance
- Wage progression assistance
- Supportive services
- Development of Individual Employment Plans (IEP)

TRAINING SERVICES include:

- Skill upgrading and retraining
- On-the-job training (OJT)
- Occupational skills training including training for non-traditional employment
- Apprenticeship and pre-apprenticeship programs
- Training that provides workplace training with related instruction which may include cooperative education programs
- Customized training
- Entrepreneurial training
- Job readiness training not described above

Career Path Services (CPS) has been designated as the lead entity for the Spokane Workforce Consortium Program Operator by the SAWDC and will also assume the role as the WIA Program Manager. As Program Operator and Program Manager CPS will be responsible for:

- Overseeing day-to-day operations for the WIA Title I-B Adult, Dislocated Worker, and Youth services
- Coordinating services with the Site Operator, the Business Solutions Team, the Next Generation Zone, and the other programs and partners in the WorkSource Center
- Providing administrative, fiscal and MIS oversight for all WIA Title I-B programs
- Coordinating all regulatory compliance requirements for WIA Title 1-B programs and services, including determination of WIA Title I-B program eligibility for applicants
- Standardizing fiscal policies, procedures and outcomes
- Establishing and managing performance metrics for programs and individual practitioners
- Managing WIA inventory
- Performing roles in support of integrated functional teams in alignment with their funded responsibilities

Community Colleges of Spokane will provide a range of educational and related services to WorkSource customers:

- GED preparation for youth
- CASAS testing and interpretation for WorkFirst customers
- Facilitate life skill classes
- Worker Retraining program assistance
- Financial aid information
- Performing roles in support of integrated functional teams in alignment with their funded responsibilities

Department of Social and Health Services will provide employment and training services to Division of Vocational Rehabilitation (DVR) clients. This will be accomplished by:

- Assessing clients for eligibility for DVR services
- Enrolling eligible clients in the program
- Developing an employability plan
- Providing on-going case management
- Delivering workshops and Job Clubs to designated clients
- Collaborating and coordinating with the Business Solutions Team to develop on-the-job training and employment opportunities
- Providing information about employment opportunities
- Serving on WorkSource Center committees, as appropriate
- Performing roles in support of integrated functional teams in alignment with their funded responsibilities

Educational Service District 101 (ESD 101) has been designated as the WIA Next Generation Zone Program Manager for youth. As the Next Generation Zone Program Manager ESD 101 will be responsible for:

- Managing and functionally supervising practitioners from ESD 101, Career Path Services, and Goodwill Industries
- Managing cooperative services to public school districts and state-approved private schools
- Providing WIA services to eligible youth
- Providing core services to non-WIA youth
- Marketing youth services throughout the Spokane workforce development area
- Follow-up services to exited participants
- Facilitating GED preparation, one-on-one counseling, skill assessments, career development workshops, training, and job search education and goal setting to individuals

Employment Security Department (ESD) has been designated as the lead entity for the Spokane Workforce Consortium Site Operator by the SAWDC. In this role, ESD will be responsible for:

- Implementing the vision for the design and structure of the WorkSource system under guidelines and rules established by the SAWDC
- Overseeing the management of the One-Stop WorkSource center
- Working in partnership with the WIA Program Operator to accomplish required performance
- Designing and implementing functional integration of partners' staff, programs, and systems, coordinating services in the site, facilitating cross referral, co-enrollment, customer flow, and universal core services
- Providing and coordinating business services through the integrated Business Solutions Team
- Assisting in the development and management of an MOU and RSA
- Facilitating continuous quality improvement
- Facilitating cross-training among all staff
- Ensuring all Equal Employment Opportunity requirements are met
- Facilitating resolution of partner disputes
- Managing the Wagner/Peyser Labor Exchange Services and other ESD funded programs
- Performing roles in support of integrated functional teams in alignment with their funded responsibilities

Goodwill Industries of the Inland Northwest will provide direct services to WIA eligible youth and contribute to program and services development of the Next Generation Zone and the WorkSource Connection site at the Spokane Public Library. Goodwill will also partner with the SAWDC to implement and deliver the *GoodGuides* mentoring program at the Next Generation Zone.

Labor and Industries (LNI) will provide direct services to injured workers. In this role LNI will be responsible for:

- Assessing the needs of injured workers for receiving L & I vocational services
- Designing training programs for injured workers, including working with schools to develop formal training
- Collaborating and coordinating with the Business Solutions Team to develop on-the-job training opportunities

- Providing information about employment opportunities to workers found able to work or completing vocational retraining plans
- Assisting injured workers to return to work with the employer of record
- Serving on WorkSource Center committees, as appropriate
- Performing roles in support of integrated functional teams in alignment with their funded responsibilities

7. Partner Leadership Team

The Partner Leadership Team Committee will be comprised of representatives from each of the WorkSource partners and be designated by the WorkSource Center Operator (ESD) with primary responsibility to facilitate:

- a) A coordinated and integrated service system to businesses and job seekers (including Core, Intensive, and Training Services)
- b) A customer based satisfaction and continuous quality improvement process that gathers and uses customer feedback for program improvement. All staff must share in the commitment to and implementation of Customer Service Standards
- c) An open communication process with regular meetings, consensus decision making where possible, open input for site-based decisions and a structured process for conflict resolution for partner disputes
- d) The development of site based policies and procedures as needed, to enhance customer services, accountability, and the integration of services into an appropriate local process. (Policies and procedures will be subject to the SAWDC and partner agencies input and approval)

8. Systematic Referral Process for WorkSource Center Customers

It is agreed that the WorkSource Partners of this signed MOU will conduct referral for services with the express goal of optimal utilization of all partner and community resources to achieve mutually shared outcomes of participants who receive services by multiple partners.

- Referrals will be logged into the SKIES system in order to enable tracking and facilitate process improvement
- Common intake procedures and data sharing among system partners will be an integral element of service delivery and support this referral process

9. Co-Enrollment of Participants

A variety of federal, state, local, and grant-funded programs serve customers in this workforce development area. In the interest of leveraging resources wherever possible to help job seeker customers reach their career goals, co-enrollment strategies have been adopted between programs which share eligible participants. These programs include:

- Co-enrollment of qualified TAA and NAFTA-TAA certified workers into the WIA Title I-B Dislocated Worker program
- Co-enrollment of qualified WorkFirst participants into the WIA Title I-B Adult program. The procedures which govern referral and co-enrollment will be included in the functional service delivery model design
- Co-enrollment of Worker Retraining participants into the WIA Title 1-B Dislocated Worker Program

10. Services to be Provided Through the WorkSource System

The following are service delivery points that will form the WorkSource system; along with their various services and funding resources that each will bring to the operation:

Agencies	Services	Revenue Sources
<ul style="list-style-type: none"> • Career Path Services 	<ul style="list-style-type: none"> • Core/Intensive/Training Services • Business Services 	<ul style="list-style-type: none"> • WIA Title I-B Adult, • WIA Title I-B Dislocated Worker • WIA Title I-B Youth • DVR • WorkFirst
<ul style="list-style-type: none"> • Washington State Department of Labor and Industries 	<ul style="list-style-type: none"> • Core/Intensive/Training Services • Business Services 	<ul style="list-style-type: none"> • Industrial Accident Insurance
<ul style="list-style-type: none"> • Washington State Department of Social & Health Services, Division of Vocational Rehabilitation 	<ul style="list-style-type: none"> • Core/Intensive/Training Services • Business Services 	<ul style="list-style-type: none"> • Department of Social and Health Services
<ul style="list-style-type: none"> • Washington State Employment Security Department 	<ul style="list-style-type: none"> • Core/Intensive/Training Services • Business Services 	<ul style="list-style-type: none"> • WIA Title I-B Adult • WIA Title I-B Dislocated Worker • WIA Title I-B Youth Wagner-Peyser • TAA • VETS • AARP • WorkFirst • DVR • Worker Retraining • Unemployment Insurance
<ul style="list-style-type: none"> • Goodwill Industries of the Inland Northwest 	<ul style="list-style-type: none"> • Core/Intensive/Training Services • Business Services 	<ul style="list-style-type: none"> • WIA Title I-B Youth • Employment and Placement Services
<ul style="list-style-type: none"> • Spokane Community College 	<ul style="list-style-type: none"> • Core/Intensive/Training Services • Business Services 	<ul style="list-style-type: none"> • Worker Retraining Program • DVR • WorkFirst
<ul style="list-style-type: none"> • Spokane Falls Community College 	<ul style="list-style-type: none"> • Core/Intensive/Training Services 	<ul style="list-style-type: none"> • Worker Retraining Program • DVR • WorkFirst
<ul style="list-style-type: none"> • Spokane Public Library – Downtown Branch 	<ul style="list-style-type: none"> • Core Services 	<ul style="list-style-type: none"> • Washington State Library Grant

11. General System Design Features

The WorkSource Spokane System will be comprised of at least one WorkSource Center offering all core services and required programs, and at the discretion of the SAWDC, may include WorkSource Affiliates and Connection sites as system portals offering all core services and at least one required program. Each location will adhere to the following standards:

- Incorporation of the WorkSource Spokane name and logo as common identifier. This applies to all locations, subcontractors, partners and affiliated locations as well as forms, communications, and publicity media
- The "No Wrong Door" service strategy and one-stop design promotes a service model where everyone who contacts the System 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

12. Funding of Services and Operating Costs

It is agreed that the program services and activities provided through WorkSource Spokane Center will be funded by partners located in the Center. Each partner that receives WIA Adult and Dislocated Worker funds will be located in the Center and will contribute staff to core, intensive, and training services via the integrated service delivery model. In addition, a Resource Sharing Agreement will be developed using an agreed upon methodology with the SAWDC and will include shared costs for facilities and related items among all partners. Shared costs may be offset by negotiated in-kind services on a case-by-case basis.

13. Term of Memorandum of Understanding

This Memorandum of Understanding commences on the day it is signed by all signatory parties and is on going, unless terminated earlier upon ninety days written notice to all parties via certified U.S. Mail. This agreement shall remain in effect until June 30, 2012, and will be reviewed and modified annually, as needed. Proposed modifications may also be forwarded throughout the year and entertained for decision at the SAWDC's discretion. In cases where there is a significant or emerging project that takes immediate local partner collaboration and coordination, the SAWDC will convene a meeting with the WorkSource partnership to decide on a course of action. A specific project lead may be pre-determined, otherwise, decisions on roles of partners will be locally driven. If the project is long-term and requires a change to the MOU, the lead partner may suggest a change or modification.

14. Dispute Resolution

The WorkSource Service Delivery System will function by consensus under the direction of the SAWDC and its WorkSource Partners. When consensus cannot be reached and the functioning of the system is impaired, those who are parties to the dispute will adhere to the following dispute resolution procedure:

- A. All parties to the dispute will meet with the WorkSource Center Operator and the SAWDC Assistant Director to informally resolve the issues.
- B. If this group is unable to resolve the dispute, the dispute will be submitted in writing to the SAWDC Executive Committee or other committee(s) as designated by the Council Chair.

- C. The Executive Committee of the Council will evaluate the merit of the dispute, consult with the parties involved, and prepare a final response within 30 working days of first hearing the dispute.
- D. WIA emphasizes full and effective partnerships between Local Boards, chief elected officials and One-Stop partners. Local Boards and partners must enter into good-faith negotiations. If the negotiations are not successful, the SAWDC, chief elected officials and partners may request assistance from ESD, the Governor, the State Workforce Board, or other appropriate parties. ESD, the State Workforce Board, and the Governor may also consult with the appropriate Federal agencies to address impasse situations after exhausting other alternatives. The SAWDC and partners must document the negotiations and efforts that have taken place. Any failure to execute an MOU between a the SAWDC and a required partner must be reported by the SAWDC and the required partner to the Governor or State Workforce Board, and the State agency responsible for administering the partner's program, and by the Governor or the State Workforce Board and the responsible State agency to the Secretary of Labor and to the head of any other Federal agency with responsibility for oversight of a partner's program. (WIA Sec.121.) If an impasse has not been resolved through the alternatives available under this section any partner that fails to execute an MOU may not be permitted to serve on the SAWDC. In addition, WDA XII and the SAWDC would not be eligible for State incentive grants if there is a failure to which a Local Board has failed to execute an MOU with all of the required partners is not eligible for State incentive grants awarded on the basis of local coordination of activities under 20 CFR 665.200(d)(2).

15. Amendments and Modifications

This Memorandum of Understanding may be amended or modified with review and consent of all parties. Amendments and modifications must be issued in writing to all parties and sent by certified U.S. Mail. All parties must be given a minimum of 14 days to comment prior to the inclusion of any amendment or modification. Oral amendments or modifications shall have no effect. If any provision of this Memorandum of Understanding is held invalid, the remainder of the Memorandum of Understanding shall not be affected.

16. Governance

The ultimate accountability and responsibility for the Spokane Area Workforce Development system's organization and accomplishments rests with the Spokane Area Workforce Development Council. Pursuant to the Workforce Investment Act (WIA) at Section 117 (d) (4), the local Spokane Area Workforce Development Council shall conduct oversight with respect to the WorkSource delivery system.

The Council will promote and support the total integration of workforce development services of all system partners, promote customer choice and satisfaction for internal and external customers of the system, remove external barriers which impede progress and performance, approve annual and long-range performance standards and goals for the system, review and approve cost allocation plans for each WorkSource Center, establish an evaluation system for measuring customer satisfaction and performance, and communicate with the community regarding the WorkSource system.

WDC Level Signatures:



Robert Duron, Spokane Area Workforce Development Council

2/10/10
Date



Frankie Arteaga, Employment Security Department

2/12/10
Date



Rich Hadley, Greater Spokane Incorporated

02/12/10
Date



Joe Dunlap, Community College of Spokane

3/1/10
Date



Beth Thew, Spokane Regional Labor Council

2/18/10
Date



Pete Casimir, Department of Social and Health Services

2-11-10
Date



Mark Mattke, Spokane Area Workforce Development Council

2/10/10
Date

Operations Level Signatures:



George Iranon, Career Path Services

2.10.10

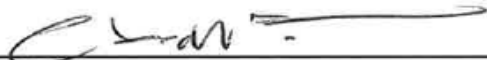
Date



Helene Paroff, Educational Service District 101

Feb. 11, 2010

Date



Clark Brekke, Goodwill Industries of the Inland Northwest

2/12/2010

Date

Nick Beamer, Aging and Long Term Care of Eastern Washington

Date



Steve Reiter, AARP

2-22-10

Date

Rich Nannini, Job Corps

Date



Richard Wilson, Department of Labor and Industries

3-16-10

Date



Vicki Sprague, Division of Vocational Rehabilitation

May 20, 2010

Date



Pat Partovi, Spokane Public Library

12-16-09

Date